Sales Management

#### TOMORROW'S FIRESTONE STORES

Why they're a threat to some, a boon to others. See page 35

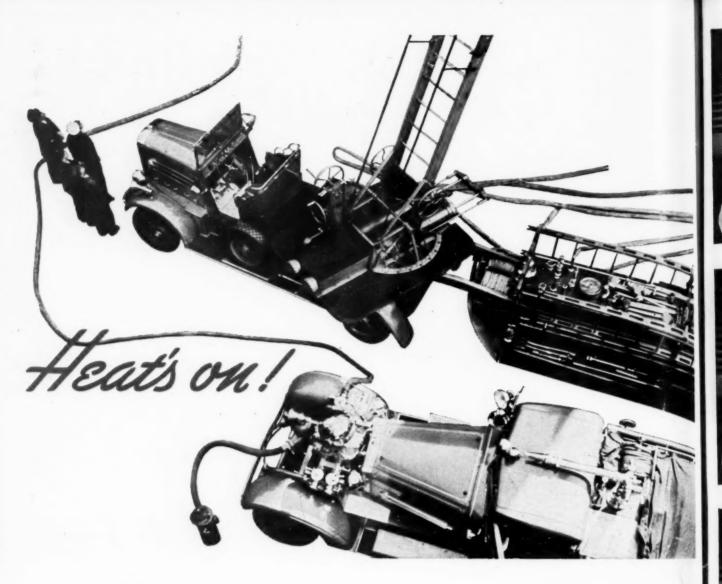
#### THE COMING BOOM IN ADVERTISING

Ten reasons why you'd better make reservations now. See page 56

#### PRE-TESTING DEALER TRAINING

Pure Oil uses pilot group of new and old dealers. See page 81

MAGAZINE OF MODERN MARKETIN



Here's your chance to do something you've always wanted to do-look into a fire engine and see what it's made of-the brass cannisters, the nozzles, the flashing lights, and all.

You'll find some famous names on these two: FWD, Waukesha Motor, Hercules Motor, Elkart Brass, General Tire, Armstrong Rubber, Firestone, Hewitt Rubber, Quaker Rubber, Goodall Rubber, U. S. Rubber, Dietz, American La France Foamite, Exide, Auto-Lite, Zenith, Bosch, Homelite, Ross Gear & Tool, Marks Products.

The fire may be out, but the heat's always on those equipment-makers—to modernize machines, methods, materials continually. That's why, in those plants you'll find 270 Business Week subscribers—plus nearly 800 pass-along readers... keeping Business Week at their elbows as their most reliable decision-making equipment.

Wherever men are hard at work, more and still more management-men are relying on Business Week for their business news and interpretive guidance for the busy, challenging, demanding weeks ahead.

You have many things to say to management-men





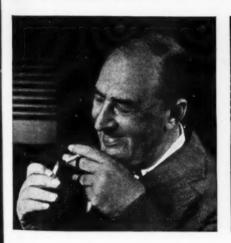




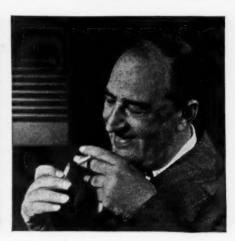












Buy Victory Stamps from your newspaper boy

# MODERATE SMOKER ... just 152 million packs a year!\*

Actually, the little woman got a lot of those cigarettes, but that's beside the point—which is: in an average year Philadelphians smoke cigarettes to the tune of 26 million dollars' worth!

A lot of 'em are smoked as Philadelphians (nearly 4 out of 5 families) leisurely read their ONE favorite newspaper. A lot of brand preferences are decided that way, too—just as a lot of Philadelphia's total buying power—\$2,149,036,000† annually—is influenced by this ONE newspaper . . . The Evening Bulletin.

That's why we say ONE DOES IT in Philadelphia. For such practical purposes as reaching nearly  $\frac{4}{5}$  of the city's total effective buying power, The Bulletin does it—with the largest evening circulation in America.

\*Philadelphia Area figure. Bureau of Labor Statistics and others. †United States Census of Distribution.

In Philadelphia—nearly everybody reads The Bulletin

m

# Sales Management

VOL. 55, NO. 9; NOVEMBER 1, 1945

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### ...and a postscript to advertisers

This pledge, made via local newspapers to the people of the Carolinas when we assumed ownership of WBT on September 24, is a pledge to you as well.

It states simply our intention to keep WBT in its high position as "The South's Pioneer Station"...to continue giving our listeners the radio fare they want and need... to be guided constantly by the same broadcasting habits that have won and held the goodwill of Southern audiences for over 25 years.

In the months ahead, we hope to become even better friends with the people of the Southern communities we serve—and, in turn, make more friends for you.

Charles Crutche

CHARLES CRUTCHFIELD, General Manager



The South's Pioneer Station

CHARLOTTE - 50.000 WATTS

Represented by Radio Sales, the SPOT Broadcasting Division of CBS



#### **Matutinal Merrymaker**

Undoubtedly you have made the acquaintance of Arthur Godfrey. His is the voice like warm castor oil running over rocks, which insinuates itself into your life, via CBS's WABC, for three and a half hours out of every 24 in behalf of his 85-odd sponsors. Before you can shake off his hypnosis you may have been lulled into buying a package of headache powders, a mink coat, or possibly—a can of floor wax.

The ubiquitous Mr. G. used to lethalize his listeners—so myriad that even CBS has given up trying to count them—from D.C., which, since he still does a weekly program there, constitutes a peculiar problem of his own. He insists upon flying from New York City to the capitol. His secretary—whom he calls "Mug" because she was elected Miss North Carolina in '34—becomes paralyzed at the sight of a plane and goes by train. Consequently he spends a great deal of his time sitting in Union Station waiting for her and writing treatises on the Glories of Travel by Air. Recently he got grounded in Philadelphia twice, hand running; found her sitting in the station and quietly having the last laugh.

Godfrey has a very informal approach to a printed script. His sponsors provide him with working copy which he uses as a springboard for his particular style. He interrupts one of his commercials to reminisce, to sing excruciatingly, to make snide remarks at the night shift for drinking his cocoa. New sponsors, not familiar



MORNING MURDER: If you hear a voice like warm castor oil running over rocks, it's Arthur G.

with the Great Man at Work are apt to contract nervous breakdowns; recover rapidly when they see sales graphs stratosphering. Among the sensible people who pay him for this sort of thing are: Savings Banks of New York State, B.C. Remedy Co., Walter Baker Co., Interwoven Stocking Co.

One night in 1929, a year you may recall as vividly as he, Mr. G. was sitting in a beer joint with some cronies, mooching the proprietor's pretzels and listening, with one ear, to the radio. Suddenly the announcer made an appeal: "If any of you listening," he urged, "can do anything, come up here and help us entertain the rest of you."

Arthur had always fooled around with a banjo. He pushed away the dish of pretzels, accepted the offer; emerged with a sponsor. He's been cluttering up the airwayes ever since.

A few years later he was able to buy a 120-acre farm in Fairfax County, Virginia, for \$6,500—make a few improvements for a mere \$55,000 more. On it he breeds horses (hunters) with whom he has a way. Owns one nag so ornery he has to ride it 14 miles to a nearby hunt to cool it down—while his friends roll past him in vans shouting "Get a Horse." He comes by his love of the ponies naturally. His father was the first president of The American Hackney Association and edited the now extinct Blue Book. When little Arthur was five he used to ride up in front at the Madison Square Gardens shows with the late Alfred Vanderbilt in his famous coach and six.

In his youth Arthur went into business for himself—delivering milk and rolls to night workers. He had to get up at two a.m. to make his self appointed rounds. By industry, application, and seizing the Main Chance he now has reached the pinnacle of life—his early morning show—which allows him to sleep till five a.m.

#### **Blessing in Disguise**

An overdrawn bank account launched R. I. Heller, a traveling salesman, into a new business. It happened when he received the unexpected news from his bank that his account was overdrawn.

Investigation revealed that a check Heller had written for \$80 had fallen into the hands of a man who "raised" it to \$800 and succeeded in cashing it while Heller was on the road. The man was prosecuted, but after this unfortunate experience, for his own protection, Heller conceived the idea of a pocket perforating gadget which he had made and attached to his checkbook. Whenever he wrote a check after that he pulled it through the unique device and made it safe from tampering.

Heller's friends saw the perforator, suggested that he have it patented—which he did. And when friends asked if they could get identical pocket check protectors for their own use, Heller had some made up and distributed them as Christmas presents.

Recently when the demand grew to large proportions Heller decided to start manufacturing the perforator in Pasadena, Calif. He has combined the perforating instrument with a fine leather wallet and pocket holder and has put it on the national market. Early reports indicate that it will enjoy a huge sale.

## Newsstand Sales <u>prove</u> SPORTS AFIELD'S EDITORIAL LEADERSHIP!

#### Newsstand average is highest ever attained by any outdoor magazine!

Here's the kind of a magazine that outdoorsmen really like to read! Examine the latest issue of Sports Afield yourself, and you'll recognize—instantly—why this great publication leads the outdoor field in ABC Guaranteed Circulation, ABC Delivered Circulation and ABC Newsstand sales!

Sportsmen buy Sports Afield because it provides them with lively, authoritative reading about their favorite hobbies. Actually, today's Sports Afield represents a new concept in editing an outdoor magazine. Extensive readership studies have demonstrated that sportsmen like a *modern* format, "big name" authors, top-notch art work. In giving its readers what they want, Sports Afield has moved into a position of commanding leadership.

With the lowest basic advertising rate in the field, Sports Afield offers to marketers of man merchandise a sales-making value unparalleled in the outdoor field! Is Sports Afield on your schedule?

### In the Outdoor Field ... It's



# SPORTS AFIRLD

444 Madison Ave., New York 22, N. Y. (Plaza 8-0921) 35 E. Wacker Drive, Chicago 1, III. (STate 0036-37)

Hodgson Bldg., Minneapolis 1, Minn. 714 Olympic Bldg., Los Angeles 15, Cal.

# YOU GET MORE IN ESSEX COUNTY, N. J.



11th in Retail Sales
9th in Buying Income
9th in Food Sales
10th in U.S. Potential
8th in "Quality of Market"
1st in Family "Spendable"

National Rankings by Sales Management



The three-in-one check holder, wallet and protector is made into a thin, compact little article that fits into the pocket in a space no larger than the average wallet, thus eliminating need for carrying each separately. Heller has named the product "Esquire."

"Perhaps that incident of having one of my checks 'raised' was a blessing in disguise," Heller philosophically remarked recently.

#### "Good as New"

Repairit, an off-shoot of James Amster's interior decorating firm in New York City, will mend anything but a broken heart. Sometimes they even fix that up.

When Mr. Amster, a North Carolina gentleman who made good in the Big City, discovered that many of his clients were throwing out Crown Derby soup tureens that "went to pieces in the maid's hands," Aubusson rugs that the dog had pulverized, Regency commodes that the movers had dropped, something snapped within him—and Repairit was born. You'll find his clever little advertisements in The New Yorker which advise, "When something treasured breaks in two, we'll fix it—as good as new." The Repairit letterheads inform the Worried, the Heat-Broken and the Mildly Incredulous that the service repairs, among other things, silver, china, lace, rugs of all kinds and descriptions, furniture, ad infinitum.

Into the handsome made-over carriage house which is Mr. Amster's studio, pour, daily, ladies carrying the fragments of Dresden shepherdesses tied up in lace handkerchiefs, businessmen who have knocked over silver candelabra and want it straightened, "before the wife gets back from Nantucket." Last week a young Navy bride tearfully brought in her Ensign's favorite meerschaum pipe which he'd left behind so it would be there when he got back and which had split with summer heat. She went out a happy girl when Mr. Amster assured her it would be back on its rack within a week—looking just as it did when the Ensign put it there.

One of America's most prominent musical comedy composers is a client. When we were there Repairit was undertaking for him the restoration of two ancient shadow-box frames which contained three dimensional scenes formed of thousands of tiny, colored beads. A lot of the beads had fallen by the wayside, leaving the scenes not quite so three dimensional. Repairit was matching things up—to the last bead.

Some of the work is done at the Amster studio. But in most cases the studio acts as a clearing house for repair work. Mr. Amster knows every fine craftsman within an easy radius of New York City—and a great number scattered over the country. So when someone abandons a busted object on his door step he knows instantly—or within a couple of instants—to whom he should give the job.

The cost for all this super-service is not cheap—neither is it, when you consider the intrinsic or purely sentimental value of your prized possessions, high. Some people, for instance, cry, "I don't care what it's going to cost. Only, can you fix it?" As a matter of fact, Mr. Amster says, those last four words are asked at least 10 times a day at Repairit—in everything from a wail to a heart-in-throat whisper.





McGHEE

CURTIS

WILCOX

EASTMAN KODAK CO.: Perley S. Wilcox, Tennessee Eastman Corp. board chairman, has been elected chairman of the Eastman Kodak board of directors. Major General Edward P. Curtis will

supervise professional motion-picture film sales throughout the world and will direct sales, advertising and distribution in Europe. James E. McGhee has been elected vice-president in charge of sales.



18

KEATING

THOMAS H. KEATING has been appointed general sales manager, Chevrolet Motor Division, General Motors Corp., succeeding W. E. Holler who has resigned. Mr. Keating formerly was assistant general sales manager.



LANE

### NEWS REEL



WHITCOMB

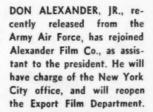
F. W. WHITCOMB is now manager, Industrial Sales Division of Deepfreeze Division, Motor Products Corp. He formerly was sales manager of the division and was associated with development of industrial chilling equipment.





WILLIS

PAUL H. WILLIS has been appointed advertising manager of the Carnation Co., succeeding Stanley D. Roberts. Mr. Willis goes to Carnation from the Kraft Foods Co. where he served as assistant advertising manager.





HERMANN

EDGAR G. HERMANN has been made sales manager of the Emerson Radio and Phonograph Corp. Mr. Hermann goes to Emerson from Zenith Radio Corp., Chicago, where he was assistant vice-president in charge of advertising.



ALEXANDER

### THIRD-OF-A-BILLION-DOLLAR APPLIANCE MARKET!

	No. Residential	ATT	C FANS	DISHV	VASHERS	DIST	POSALLS	FOOD 1	MIXERS	HEATIN	G PADO
State	and Rurai Customers	Unita	Dollars	Units	Dollars	Units	Dollars	Units	Dollars	Units	Dollars Dollars
elaware forida jeorgia faryland & D. C. (o. and So. Carolina firginia Vest Virginia	64,612 400,895 400,700 581,012 667,172 441,664 301,385	290 4,370 1,420 1,880 2,930 300	\$ 29,000 437,000 142,000 188,000 293,000 30,000	150 890 1,030 6,460 1,060 300	\$ 30,000 178,000 206,000 1,292,000 212,000 60,000	380 350 6,660 440 150	\$ 38,000 35,000 666,000 44,000 14,000	1,760 18,480 8,630 10,700 8,800 3,020	\$ 38,720 406,560 189,860 235,400 193,600 66,440	1,170 16,200 6,560 4,470 11,220 4,530	\$ 4 680 64,800 26,246 17,880 44,880 18,120
Total South Atlantic	2,857,440	11,190	1,119,000	9,890	1,978,000	7,980	798,000	51,390	1,130,580	44,150	176,600
labama lentucky fiss'ssippi 'ennessee	341,933 381,219 177,344 416,212	11,480 4,700 23,800 8,700	1,148,000 470,000 2,380,000 870,000	260 4,680 1,400	52.000 936.000 280,000	260 7,000 1,350	26,000 700,000 135,000	12,600 23,800 12,160	277 .200 523 .600 267 ,520	4,000 20,450 14,000 9,900	16,000 81,800 56,000 39,600
Total East So. Contral	1,316,708	48,680	4,868,000	6,340	1,268,000	8,610	861,000	48,560	1,068,320	48,350	193,400
rkansas oulsiana oklahoma exas	191,385 313,984 335,423 1,066,529	2,890 7,650 6,900 27,800	289,000 765,000 690,000 2,780,000	580 950 4,420 2,380	116,000 190,000 884,000 476,000	580 510 4,210 1,780	58,000 51,000 421,000 178,000	5,780 3,820 63,700	127,160 84,040 1,401,400	5,780 4,070 57,500	23,120 16,280 230,000
Total West So. Central	1,907,321	45,240	4,524,000	8,330	1,666,000	7,080	708,000	73,300	1,612,600	67,350	269,400
Total for South	6,081,469	105,110	\$10,511,000	24,560	\$4,912,000	23,670	\$2,367,000	173,250	\$3,811,500	159,850	\$ 639,400
State	No. Residential and Rural Customers	HOME	FREEZERS	Units	RONS	Units	ONERS Dollars	LAN	MPS Dollars	RAI	DIOS Dollars
Delaware Florida Jeorgia Jeorgian & D. C. No. and So. Carolina Virginia West Virginia	64,612 400,895 400,700 581,012 667,172 441,664 301,385	880 11,420 17,100 7,050 5,360 2,260	\$ 176,000 2,284,000 3,420,000 1,410,000 1,072,000 452,000	11.750 71.900 64.300 84.800 70.000 45,300	\$ 47,000 287,600 257,200 339,200 280,000 181,200	730 2,540 1,140 4,700 4,800 750 4,650	\$ 45,260 157,480 70,680 291,400 297,600 46,500 288,300	7,350 183,200 47,800 102,800 388,500 15,100	\$ 36,750 916,000 239,000 514,000 1,942,500 75,500	8,830 98,600 16,900 130,500 179,000 37,700	\$ 317,880 3,549,600 608,400 4,698,000 6,444,000 1,357,200
Tetal South Atlantic	2,857,440	44,070	8,814,000	348,050	1,392,200	19,310	1,197,220	744,750	3,723,750	471,530	16,975,080
Alabama Kentucky Mississippi Fennessee	341,933 381,219 177,344 416,212	2,440 11,100 21,000 18,780	488,000 2,220,000 4,200,000 3,756,000	10,000 136,900 44,000 89,100	40,000 547,600 176,000 356,400	5,100 5,810 4,350 4,330	316,200 360,220 269,700 268,460	99,700 66,400 70,000 130,000	498,500 332,000 350,000 650,000	52,500 92,100 42,500 83,700	1,890,000 3,315,600 1,530,000 3,013,200
Total East So. Central	1,316,708	53,320	10,664,000	280,000	1,120,000	19,590	1,214,580	366,100	1,830,500	270,800	9,748,800
Arkansas Louislans Oklahoma Texas	191,385 313,984 335,423 1,066,529	5,550 14,620 8,900	192,000 1,110,000 2,924,000 1,780,000	11,560 36,900 34,100 237,000	46,240 147,600 136,400 948,000	960 920 4,420 8,430	59,520 57,040 274,040 522,600	48,200 79,500 248,000 358,500	241,000 397,500 1,240,000 1,792,500	48,200 47,800 55,800 275,000	1,735,20 1,720,80 2,008,80 9,900,00
Total West So. Central	1,907,321	30,030	6,006,000	319,560	1,278,240	14,730	913,200	734,200	3,671,000	426,800	15,364,80
Tetal for South	6,081,469	127,420	\$25,484,000	947,610	\$3,790,440	53,630	\$3,325,000	1,845,050	\$9,225,250	1,169,130	\$42,088,68
State	No. Residential and Rural		ANGES		GERATORS	R	OASTERS		COOLERS		HEATERS
State  Delaware Florida Georgia Maryland & D. C. No and So. Carolina Virginia West Virginia	No. Residential and Rural Customers 64,612 400,895 400,700 581,012 667,172 441,664 301,385	Units  20,700 32,800 14,690 34,400 7,550 4,370	\$ 102,930 2,918,700 4,624,800 2,071,2	Units	ELECT	RIC	UTILI	TIES	Dollars 65,250	8PACE 1 Units 1,470 10,480 6,490 2,410 500	\$ 5,88 41,92 25,96 9,64 46,00 30,20
Delaware Florida Georgia Maryland & D. C. No and So. Carolina	and Rural Customers 64,612 400,895 400,700 581,012 667,172 441,664 301,385 2,857,440	Units  730 20,700 32,800 14,690 34,400 7,550 4,370  115,240	Dollars \$ 102,930 2,918,700 4,624,800 2,071,20 4,850,20	Units	ELECT MATE	RIC	UTILI IE SO	TIES UTHE	Dollars 65,250 RN	Units	Dollars
Delaware Florida Georgia Maryland & D. C. No and So. Carolina Virginia West Virginia	64,612 400,895 400,700 581,012 667,172 441,664 301,385	730 20,700 32,800 14,690 34,400 7,550 4,370	Dollars  \$ 102,930 2,918,700 4,624,800 2,071 4,850 1,050	ESTI A ere's a	ELECT MATE PPLIA survey you	RIC	UTILI IE SO E MA nt for you	TIES UTHE RKET	Dollars 45.250 RN Ig file-	Units 1,470 10,480 6,490 2,410 500	\$ 5,88 41,92 25,96 9,44 46,00 30,20 159,60 12,00 9,04
Delaware Florida Georgia Maryland & D. C. No and So. Carolina Virginia West Virginia Tetal Seuth Atlantic  Alabama Kentucky Mississippi	and Rural Customers 64,612 400,895 400,705 581,02 647,12 441,664 301,385 2,857,440 341,933 381,219 177,344 416,212 1,316,708	Units  20,730 20,700 32,800 34,400 7,550 4,370  115,240  13,180 8,100 9,370 18,53	Dollars  \$ 102,930 2,918,700 4,624,800 2,071 4,850 1,000 H	ESTI A ere's a you do	ELECT MATE PPLIA survey you on't alread	RIC TH ANC	UTILI IE SO E MA nt for your	TIES UTHE RKET r plannin	Dollars 45,250  RN  g file— al sales	Units 1,470 10,480 6,490 2,410 500	Dollars  \$ 5,88 41,92 25,96 9,64 46,00 30,20 159,60 12,00 16,80 05,60 143,44
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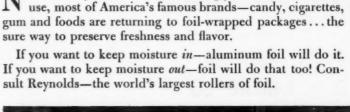
ruins



Foil is light proof! Since light causes rancidity, many foods need foil's light-proof protection. Reynolds' wide experience with laminations, gauges, combinations of materials and four-color gravure printing is available for *your* product.

Rare, exotic flowers and fruits can now be flown from distant lands... and arrive fresh in temperature-proof Reynolds Frigichests. The Frigichest is double-lined inside with Reynolds Foil—another example of Reynolds Research in packaging.

Reynolds, for 25 years the resourceful and progressive leader in metal foil packaging, is now perfecting many new, revolutionary protective packages—new ways for Reynolds Foil to keep things fresher. Consider foil—consult Reynolds. Write Reynolds Metals Co., Richmond 19, Va.





#### REYNOLDS FOIL

PURE ALUMINUM

THE FRESH-FLAVOR WRAP





#### What You Show Means More Than What You Say

Profit by using new VISUAL PRESENTATION METHODS in your business.

Modern Sales Presentations are made with Tarco Easels: You can also teach production methods, skills, safety, product servicing, and class room subjects better with this easel.

WITH A

DON'T MERELY STATE

TARCO

DEMONSTRATE EASEL

MADE TO YOUR ORDER BY

TALLMAN, ROBBINS

316 West Superior Street
CHICAGO 10 ILLINOIS

## Resultful Direct Advertising

Planned, Created and Produced

64

D. H. AHREND CO.

has won

¥216

NATIONAL AWARDS

in the Last 3 Years

Consultation Without Obligation In N. Y. Metropolitan Area. Elsewhere No Charge Will Be Made For Consultation It Our Proposals Are Accepted.

#### D. H. AHREND CO.

52 Duane St., New York 7, N. Y.

WOrth 2-5892



I can now report that the 1945 hay-fever season is over, and that the 29 injections I took (with my fingers crossed, be it said) didn't do me any more good than those I tried 10 years ago. Next time an allergist talks shots to me, I'll bark: "Save that for the rose-bushes."

However, I would like to give a voluntary testimony to Oldsmobile Hydra-Matic. That car got precious little exercise during the A-ticket days, but it never failed to run like a million dollars. Now four years old, I wouldn't trade it for any post-warmiracle car.

Speaking of new cars, John O'Brien tells me that some bird has already copyrighted the name "atomobile," against the day when atomic energy may replace gasoline-power.

Stopper on a mailer by William R. Warner & Co., addressed to physicians: "Great with child, and longing for stewed prunes."

I wonder if television won't be a refined version of the old "med show," where a blackface minstrel with a banjo drew a crowd, after which the "doctor" held up a bottle of Seneca Oil, "good for man or beast."

Shortly after V-J Day, a sagacious client observed that now the reading and listening public will listen to few excuses from advertisers about either quality or delivery. "The public is fed up with excuses," he said.

Advertising asking you to "place your order now" for future delivery is reminiscent of the post-Prohibition era. Advertisers whetted the public's appetite with promises of rare old vintages, all but forgotten in the lawless days just behind us.

If the Victory War-Loan isn't oversubscribed by now, maybe the Treasury could use the line: "Cut yourself a piece of peace."

"Travel Will Be Tremendous," said an article in Better Impressions (The Mead Corp.), three months before the Jap surrender. Keystone Au-

tomobile Club tells me its Tourist Bureau was almost swamped immediately by requests for road-maps and other travel-information, when gasrationing was lifted. The airlines will be the next to feel this national urge to go somewhere, followed by the steamship-lines.

Ocean-travel should be safer and pleasanter than ever, what with new ships, radar to penetrate fog, fire-proof construction, and crews trained in the hard school of global navigation. I can hardly wait.

"Monkey Bites Man at Atlantic City."—Headline. I thought the man had to bite the monkey to rate as news.

NIT—"Will insects get a hangover from that new spray?" WIT—"Sure; the DDT's."

"Confidentially, use Slink," says a headline on a trade-ad by Chicago's Louis Melind Co., sent in by W. B. Stewart. Slink is a new stamping-ink for slick-surfaced plastics requiring an ink that really sticks. Writes Mr. Stewart: "The name for the product has caught on with dealers and consumers in a manner of extreme pleasurable surprise to us."

Jack Lutz says, if "There's no end to a ball," what about that old song: "After the Ball is Over"? You got me, Fellow.

According to report, the notorious Tokyo Rose was not one woman, but four. Not to be confused with Four Roses, of course.

"Don't be caught with your plants down," said the column at the beginning of the war. Recently, Fortune and also Tide have been touting as a stopper this headline of Joyce Machine Co.: "Don't let reconversion catch you with your plants down." Ho, hum!

I don't know who should have gotten mad at whom when I sloppily typed "Ken Carpenter" as being associated with Take - It - or - Leave - It program when I knew quite well it's Ken Roberts.

SALES MANAGEMENT

In any picture of your market...

#### The Modern Half is the Better Half!



- **I.** THE OLDER WOMAN. Not too interested in the latest fashions. Pretty well set in her clothing styles and brand preferences. Chances are she can't be influenced on *anything* she's not already sold on. And her everyday needs are diminishing.
- 2. THE YOUNGER WOMAN. A beginner homemaker with a growing family. Too busy and too young to be smug about her possessions. Likes to try—has to buy—lots of clothes and children's things. Don't overlook her! Some 3 million of her are eager to see your product story every month in Dell!

**Dell Modern Group** 







reaches the Modern Market

# The Answer to ... WHAT FARMERS WILL BUY in 1946

Knowing the need for reliable and accurate sales information—and being in a perfect position to get it—the MIDWEST FARM PAPER UNIT has conducted a complete survey in each of the Midwest 8 States—Illinois, Indiana, Iowa, Minnesota, Nebraska, North Dakota, South Dakota and Wisconsin.



1,860 farmers have indicated their buying interest in 148 types of commodities from new homes and appliances to automotive equipment and farm implements by answering this request:

"Please place a check mark like X after each of the following subjects that you are planning to act upon within a year or so after supplies become available."

The surveys are highly current (they were completed on September 25th of this year) and they have been arranged individually in a handy pamphlet form for analysis of sales potentials in each territory. Any or all of these pamphlets are yours for the asking.



NEW YORK 17 250 Park Ave. CHICAGO 2

DETROIT 2

AN FRANCISCO

LOS ANGELES 16 513 W. 6th St. Hugh Sappington, district s.m. of Chicago's Armstrong Paint & Varnish Works, tells me that the breezy house-magazine, *The Armstrong Paint-Pot* (the hyphen is mine), originally gotten out for employes in the Armed Forces, will now be directed to the company's entire clientele, numbering some 10,000 accounts.

Dynafuel . . . something new under the Sunoco.

No, Tessie; I wouldn't exactly refer to *Time*, *Life*, and *Fortune* as "Luce-leaf books;" but I think you've got something when you say *Esquire* is read from uncover to uncover.

I like those Forstmann Woolen posters in the mags. They seem more forceful, by implication, than a page of copy could make them.

Here's an idea for American Optical, Shur-On, or Soft-Lite Lens that would be good public relations, because it would almost double the business of oculists, opticians, and optometrists. Educate the public to "Own a Spare Pair!" People who really need glasses are almost as helpless as the blind when lenses get broken and repairs must be waited for. Every time I get my glasses changed, I order lenses for that Spare Pair. I wouldn't take an overnight trip without carrying the spare.

Numerous case-histories of people who broke their glasses miles from home could be provided for such an advertising campaign. I remember the Chicago gal who had her glasses knocked out of her hand to the stone floor of Havana's Morro Castle. Fortunately, the ship was on the returntrip, and the girl had her headache only three days to New York City and then the overnight trip to Chicago. She had air-mailed the pieces from Havana to her eye-man in Chicago. Own a Spare Pair!

Armour's "Treet" is "preferred over all other brands." Including Spam, I suppose. How about it, G.I.'s?

I have yet to hear anyone say he didn't like the movie, "A Song to Remember." That piano-work was out of this world.

Cute headline by Pepto-Bismol: "I'm a girl who can't say 'no'."

Joe Creamer, promotion-manager of WOR, defines a copy-chief: "The pencil that walks like a man."

-T. HARRY THOMPSON

SALES MANAGEMENT

# roof of the Pudding

• We could tell you many things about The Rotarian Magazine . . . about the buying power and business and community influence of some 200,000 executives who subscribe to it . . . the proven reader interest . . . its important but otherwise hardto-reach small city audience. But, results speak louder than our own words. So ... we're letting you read excerpts from a few of many letters from our advertisers.



WE LEARNED A LESSON WHEN WE INVESTIGATED THE ROTARIAN"

George S. Jones

Vice President in Charge of Sales, Servel, Inc.

"I WOULDN'T THINK OF LEAVING THE ROTARIAN OFF THE LIST"

L. B. Icely

President of Wilson Sporting Goods Company



"OUR REQUIREMENTS ARE SEVERE BUT THE ROTARIAN MEETS THEM" Jack C. Deagan

"THE ROTARIAN'S HIGH READER INTEREST HAS

George B. Hunt

General Manager of J. C. Deagan, Inc. (Chimes)



"OUR ADVERTISING IN THE ROTARIAN IS A SOUND INVESTMENT"

**Walter Strain** 

Vice President in Charge of Sales, Davidson Manufacturing Corporation. (Duplicators)

"CAREFUL READERSHIP IS EVIDENT FROM THE HIGH TYPE OF INQUIRIES RECEIVED"

H. P. Mueller

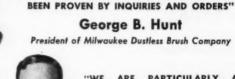
President of L. J. Mueller Furnace Co.



"THE ROTARIAN IS DOING THE JOB WE EXPECTED WITHOUT WASTE CIRCULATION"

Walter J. Berkowitz

Treasurer of Tension Envelope Corporation



"WE ARE PARTICULARLY ANXIOUS T REACH BUSINESS LEADERS. WE DO SO B USING THE ROTARIAN".

TO REACH INDUSTRIAL AND COMMUNITY LEAD-

ERS, WE USE THE ROTARIAN"

**Harold Crary** 

Vice President in Charge of Traffic, United Air Lines

"ACTUAL RESULTS PROVE THE ROTARIAN'S COVER-

AGE IS TAILOR-MADE FOR OUR PURPOSE"

Sarkis H. Nahigian

President of Nahigian Bros., Inc. (Oriental Rugs)

Arthur F. Luce

Treasurer of Stacy-Adams Company.
(Makers of men's fine shoes)

These advertisers realize the value of The Rotarian as an advertising medium and the importance of its audience . . . an audience composed of key executives who buy or influence buying for their businesses, their homes, and their communities. They -and many others-know from experience that this audience is reached most-effectively and economically by The Rotarian. We'll gladly give you some interesting facts and figures about this important market. Just drop us a line . . . no obligation.



35 East Wacker Drive, Dept. 14, Chicago 1, III.

New York Office: 125 East 46th Street New York 17, New York

Pacific Coast Office: 681 Market Street Son Francisco S, California



# 42% GROWTH IN FIVE YEARS

St. Petersburg has more than doubled its population in the past 15 years and has increased 42 per cent since 1940.

St. Petersburg's present population (State Census 1945) totals 85,184 . . . and with its large winter resort population it will be a city of 150,000 for the next six-month period.

The whole TAMPA-ST.
PETERSBURG MARKET is one
of America's best... and St.
Petersburg is the cream of
this market. Be sure to advertise to St. Petersburg in St.
Petersburg newspapers.

ST. PETERSBURG. FLORIDA
TIMES (M & S) and
INDEPENDENT (E)
Represented nationally by
Theis & Simpson Co., Inc.
In Florida by V. J. Obenaur. Jr., Jacksonville

#### Washington Bulletin Board

Readers are invited to submit inquiries on Washington problems to this department. No charge or obligation. Address Washington Bulletin Board, care of SALES MANAGEMENT.

#### **Continued Price Controls**

What is the current estimate in Washington as to how long price controls will be continued on consumer goods?

OPA more and more is reflecting both public and business sentiment on all price control issues. Administrator Chester Bowles has announced that a poll of OPA advisory committees throughout the country shows that only 6% of their members feel that price controls should be ended by January 1, 29% by July 1, and 39% later, or conditioned on supply and demand or wage stabilization.

In the textiles field, 34% thought controls should end January 1 and 65% at some later date. In the apparel field the figures were 34 and 64% respectively, and in foods they were 37 and 60%.

#### New Territories-Products

Has the Government made any studies reflecting changed factors in the various domestic sales territories as a result of the war period, new products, and peacetime demands and potentials?

Carl E. Wolf of the Department of Commerce is completing a lengthy treatise on this subject which will be available from the Department within the next few weeks. A preliminary treatment of the subject is contained in "Cost of Entering New Territories" by Charles H. Sevin of the Distribution Cost Unit, Bureau of Foreign and Domestic Commerce, in the October issue of Domestic Commerce published by the Department and available upon request. It is recommended for sales organizations planning peacetime expansion of territories or introduction of new products.

#### Contracts for Workers

Are Government-enforced annual wage plans being seriously considered?

Various labor groups in Washington plan to gain active Congressional interest in the establishment of an annual wage program for workers.

There will be continuing attempts

to obtain the annual wage arrangement through collective bargaining with individual corporations. However, as this has been a slow process, legislation will be introduced almost immediately to make the plan countrywide.

A few years ago, the whole idea would have been considered visionary. Today, those who know, are not quite so sure. They have seen limited guarantees work out well in such companies as Procter & Gamble and Hormel Packing. Many Government officials have expressed interest, some of them to the extent of proposing a guarantee to employers against excessive losses. Some advocates say that such Government insurance would not run more than 6% of total payrolls.

They claim many advantages which would offset such loss possibilities. It is promised that an annual wage plan would eliminate strikes, ensure greater production per man hour, more extensive utility of plant facilities, and better products made by satisfied workers. Best of all, it would help to establish and to maintain stable markets.

An appropriation to cover a broad research program on the annual wage idea was asked by President Truman but thus far has not been voted by either the House or Senate.

#### The Federal Register

How can the Federal Register be obtained, and are its contents sufficiently applicable to the sales field to justify regular use?

The Federal Register is the only official compilation of the text of Federal regulations and notices restricting or expanding commercial operations. All Federal agencies are required by law to submit their documents of general applicability and legal effect to the Register for daily publication. Many sales executives find it invaluable in keeping an accurate check on Washington regulations having wide ramifications which affect their activities, and numerous regulations which have an indirect bearing. The Register has a daily and monthly index which permit a quick and convenient check of regulations affecting any par-

The Register may be ordered from the Superintendent of Documents, U. S. Government Printing Office, Washington 25, D. C., at \$15 a year or \$1.50 a month. A sample copy and



## THE NIGHT OWL

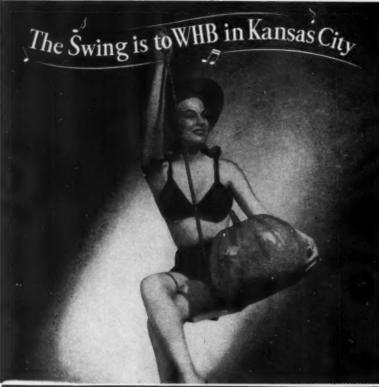
ONLY ONE OF ITS KIND!

Yes, it's the only one in Hartford! Not another show in town from 11:15 to midnight, Monday thru Saturday, that is made up exclusively of requests from listeners! They call and write from far and wide, and listen regularly! No wonder local advertisers have snapped up this unusual feature! Great wonder that national advertisers haven't yet filled up remaining blocs at WDRC's low transition rate—just one-third of the regular evening rate! Be wise—use the NIGHT OWL! Write William F. Malo, Commercial Manager, WDRC, for more information.



WDRG-FM

BASIC CBS Connecticut's Pioneer Broadcaster



KANSAS CITY HOOPER INDEX July-Aug. '45	WHB	Station A	Station B	Station C	Station D	Station E
WEEKDAYS A.M. MON. THRU FRI. 8 A.M.—12 Noon	21.0	26.5	24.5	11.1	10.4	4.8
WEEKDAYS P. M. MON. THRU FRI. 12 Noon-6 P.M.	17.8	25.3	29.4	15.3	9.0	1.7
SUNDAY AFTERHOON 12 Noon—6 P.M.	18.6	34.3	23.3	11.4	9.0	2.9
SATURDAY DAYTHME. # A. M.— 6 P. M.	21.9	33.1	20.8	15.8	6.0	1.4



Groves Cold Tablets
Gold Medal Capsules
Lydia Plinkham's
Mendaco
Mexsana
Mistol
Musterole
NR - Tune

Musterole
NR - Tums
Penetro Nose Dropa
Pepsodent
Pfunders Tablets
Nixoderm
Rem and Rel
Semier Products
Syrup of Pepsin
Sloan's Liniment
St. Joseph Aspirin

Pertussin 8 in One Cold Tablets 666 Cold Tablets

MEN'S AND BOY'S

.. and here are MORE of the National Advertisers who use WHB (Listing continued from last month) Faultless Starch Lifebuoy

Lee Hats Palm Beach Suits

MUSIC AND ENTERTAINMENT

Columbia Pictures
Loew's MGM
Natl. Tennis Championable Perfex
Paramount Pictures
Ice Follics
Republic Pictures
20th Century-Fox
United Artists
Universal Pictures

Coca-Cola MEDICAL (Continued)

PAINTS-VARNISHES Cook Paint & Varnish Co. Acme Paints Wesco Water Paints **PUBLISHERS** 

Coronet King Features Syndicate Saturday Evening Post True Story

RADIOS SOAPS-CLEANSERS

Rinso Swan Soap Super Suds Vel Rockwell's Roach Rid Larvex

SOFT DRINKS

TEXTILES TOBACCO

American Tobacco Pall Mall Rum & Maple White Owl

TOILET REQUISITES
Bonne Bell, Inc.
E. Fougera Products
Brylcreem

Dentu-Grip Pepsodent

TRANSPORTATION C. & O. Rails T.W.A. Union Pacific

WINES & LIQUORS Dubonnet Wine Dubonnet Wine Petri Wine Virginia Dare Wine Swiss Colony Wine

WOMEN'S WEAR Formfit Gotham Silk Hosiery Swank Slips

RELIGIOUS nity School Christianity

MISCELLANEOUS Forum Cafeterias Hercules Powder Plant Index Employment Service

"Jitterbug" Lake City Ordnance Rockmont Envelope Barbasol
Hinds Honey and
Almond Cream
Palmolive Shaving Cream
War Battery Company
Western Auto Stores

For WHB Availabilities, 'phone DON DAVIS at any ADAM YOUNG office:

New York City, 18... Chicago, 2... San Francisco, 4... Los Angeles, 13... Kansas City, 6..... 

You'll like doing business with WHB—the station with "agency point-of-view". .. where every advertiser is a client who must get his money's worth in results. Swing along with the happy medium in the Kansas City area!

KEY STATION for the KANSAS STATE NETWORK

additional information may be obtained on request to the Federal Reg. ister, National Archives, Washington 25, D. C.

#### Commerce Aids Market Study

What are the so-called "market analysis aids for business?"

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This is a booklet titled "Market Analysis Aids for Business" compiled by the Bureau of Foreign and Domestic Commerce. It includes comprehensive studies giving pertinent tools for analyzing markets of tomorrow, including statistics on consumer income, how people spend their money, and the broad economic trends of the Nation. Available from the Bureau of Foreign and Domestic Commerce, Washington 25, D. C., or the field offices of the Department of Com-

#### Grade Labeling Again

Current reports say that efforts have been resumed by official agencies in Washington to push grade labeling. Is this another serious threat in that direction?

Washington observers are not inclined to consider it a serious threat. However, the official Consumer's Guide published by the Department of Agriculture has launched a series of articles directed at consumers and extolling the advantages of grade labeling of fruits and vegetables. This publication has a free circulation of about 15,000 going mostly to organized consumers groups and schools. The propaganda effect is not considered to be too strong. In the meantime, there is little danger of a revival of grade labeling ambitions on the part of OPA.

#### **Finding Export Markets**

What assistance is the Government offering to business in lining up export markets?

Export opportunities for a varied assortment of American-made merchandise are now beginning to reach Washington and are being channeled to exporters by the Department of Commerce through its publications and field service offices. Publication of this information by the Bureau of Foreign and Domestic Commerce which was discontinued during the war has been resumed.

Regional offices of the Department are also being kept currently supplied with detailed information concerning foreign visitors in the U.S. who are interested in the purchase of merchandise of many descriptions.



## Significant Trends

As seen by an editor of Sales Management for the fortnight ending November 1, 1945

#### Bet You Didn't Know This Before!

—THAT THE NUMBER OF FAMILIES is increasing at about twice the rate of population increase. The significance is that the family, rather than individuals, is the purchasing or consuming unit for most products. Four people in one family buy one set of living room furniture. Four people in two families buy two sets.

—that ever since 1910 the *rate of growth* of the large cities has been decreasing. Further decentralization will be encouraged by industry, may be speeded up by the implications of the atomic bomb. Suburbs will boom.

—that the proportion of our population on farms—once 95%—is now even lower than the 23.1% shown in 1940. But—the farmer will become a more important customer because greater mechanization, increased use of fertilizers, and better methods of farming will give him higher purchasing power. That applies to half our farmers. The other half are subsistence farmers.

—that the average age is now 29 years, up from 26½ in 1930. It was once 16 years. The good thing about it is that elders usually have more leisure time—buy more goods and services. Especially good for travel resorts, transportation, false teeth, hearing aids, toupees, dry skin creams, and electric blankets!

—that between 1940 and 1944 almost the entire increase in population in cities over 100,000 was due to the migration of females from rural-farm areas.

—that in the three and one-half years ending July 1, 1945, the stork brought you 10,569,000 new customers. Cupid presented you with 5,447,000 new families, and the man with the scythe took away 5,389,900 of your old customers. During the first hour you spend reading this magazine the stork will make 345 deliveries, the reaper will take 168 consumers out of the market forever.

These are highlights from an exceedingly meaty talk made last month before the members of the New York Advertising Club by Dr. Vergil D. Reed, former Acting Director the Bureau of the Census, now Associate Director of Research, the J. Walter Thompson Co., New York. A few copies of his talk are available. Write me.

#### Fair-Haired Boys of the Future

THIS THREATENS TO BE largely a guest written department. Friends like Vergil Reed, quoted above, seem to have more significant thoughts today than has your editor. A second one in that category is Lyman Hill of Servel, Inc., and I quote from a letter, quite without Lyman's permission:

"Distribution is caught in the nutcracker, between the jaws of higher labor costs and of controlled retail prices, activated by the leverage of government agencies. The kernel of

Profit, instead of being extricated in palatable form, is in the process of being smashed. It is in our power alone, to relieve that pressure.

"Whether we like it or not, the pressure does exist and has momentum. The long-term trend of labor costs is upward. The long-term trend of profit margins is downward. The present condition is a difference of degree, not of kind.

"With the turn of the century, the shock-absorber for the pressure on profits was the progressive application of the principles of Gantt and Taylor and their disciples of production efficiency, who initiated time studies and installed laborsaving devices, to increase output per man/hour and thus to counter-balance higher labor rates.

"But we have squeezed about as much out of economies of production as is generally attainable. Relatively speaking, we must seek further economies in the distribution bracket of costs. If Mr. Bowles has his way, it appears that we will have precious little elbow room in which to get out of the strait jacket. But, in any event, the trend of our economy is toward the increasing favor of distribution 'engineers.' They will be the fair-haired boys of the period which lies ahead.

"Following the parallel of economies in production, and costs will be reduced and profits eked out if more sales are made (production increased) per hour of effort. That result will call for improvement in selling craftsmanship, in supervisory competence, in management ability and in marketing tactics. It is for us to be prepared with the answers, by studies of personnel fitness, of selling tools, of market potentials, of consumer preferences and of distribution channels. The ramifications are broad in scope but the over-all significance is apparent and the opportunities imperious, if V-J is to be converted into an asset on the balance sheet.



While you are reading this issue of S.M. the stork will make 345 deliveries and the grim reaper will take 168 consumers out of the market forever, (story above).

"We have seen how the demands of all-out war mobilization have accelerated technological advances in the physical sciences. It remains to be seen whether the current economic warfare will likewise accelerate the techniques of distribution efficiency.

"History will record the answer. We, today, are writing that history, for future generations to appraise. It is a sobering reflection."

#### Los Angeles Papers: Do Not Copy

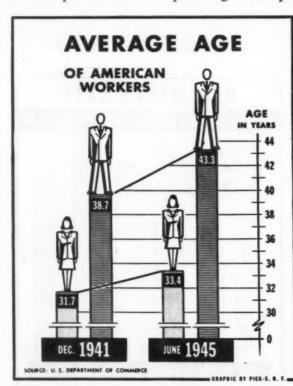
THE WISE BOYS IN WASHINGTON will give you odds that the U.S. will be the permanent home of the United Nations Organization and that a wholly new city will be built to serve as the new world center—a city with new office buildings, hotels, meeting halls, private homes, and everything else that a city needs.

After a lot of shopping around for suitable locations, the State Department experts are said to have settled on the San Francisco Bay area.

Gommercially, any new city is important. This one, if it develops around San Francisco or elsewhere, will be doubly important because there will probably be a permanent World's Fair in the new world city, with exhibits kept up by all the countries belonging to the United Nations to show their products and to educate the rest of us on their cultural, social, and educational life.

#### **Sales Conventions Note**

A GOOD STUNT for a sales meeting was developed by the John B. Stetson Co. for their first peacetime convention since September 1941. In presenting the company's



The average age of all Americans is now almost double the age of a century ago—16 years. As we grow older we become an increasingly better market for false teeth, hearing aids, toupees, dry skin creams, and electric blankets—also for resorts, (see "Bet You Didn't Know This Before!" on preceding page.)

advertising and sales promotion plans for the Spring 1946 season, incidentally, the biggest consumer advertising appropriation in the company's 80 years of business history, Joseph A. McKeone, Jr., director of advertising and sales promotion, dramatized the advertising and sales promotion program by means of a fashion show in which male and remale models depicted the actual advertising scenes as they will appear in full color pages in consumer magazines. Perhaps as startling to the salesmen was the announcement that Stetson will use a full page in color in Mademoiselle magazine to sell women on buying Christmas gift certificates for Stetson hats for men.

#### **Not Much Bond Cashing**

THOSE WHO EXPECT to find a big flood of post-war spending based on liquidation of War Bonds may be disappointed. At least public attitude in the Northwest seems to suggest that conclusion. A poll recently taken by the Minneapolis Tribune shows that only 4% of bond-holders expect to spend their bonds soon, 18% will wait until more and better things are available, and 61% expect to hold their bonds to maturity.

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There is one—and only one—way to assure post-war spending and that is to secure reasonably full employment.

Workers, their families, and the townspeople want to know what every company is doing to provide employment. The Reynolds Metals Co., Louisville division, is doing a swell job through home-town newspaper ads in telling the story of future pay envelopes. Their Louisville division grew from a pre-war payroll of 1,300 employes to 5,200 and expanded from three plants to ten. Even now employment is two and one-half times the pre-war peak. The company not only advertised what they were doing, but sent reprints to 1,000 community leaders.

Perhaps we should create a "man bites dog" department to carry another item about sound and thoughtful labor relations. An A.F. of L. local in Massillon, Ohio, bought advertising space in the local newspaper to print big ads addressed to the president of Tyson Bearing Corp. thanking management for the fine treatment the union has always had from the company and for their far-sighted plans for future development.

#### Plan for Recruiting Veterans

WHEN THE SHELL OIL CO. decided to make a bid for high-type veterans as proprietors and operators of new Shell service station units they developed a far-reaching plan. First they conducted a survey among 180,000 holders of Shell credit cards to determine preferences in station design, operation, and services. The response was surprisingly high—50,000. The next step was to get designers to build a typical unit. Then representative Shell dealers were invited to test it and make suggestions. The final unit is the result of this collaboration of the public, dealers, designers, engineers, and Shell executives.

As a means of recruiting high-type veterans the company developed a motion picture which will be shown at American Legion meetings, YMCA's, parent-teacher associations, guidance centers, and Army separation centers.

PHILIP SALISBURY



OUT OF THE SIDE STREET: Gone is the back-alley tire dealer of 1900 to 1915 (left). In his place: the modern store of today, carrying complete lines of merchandise (below) from auto supplies and hardware to games and toys, leather goods, clothing, glassware.

Based on an interview by Lester B. Colby with

#### H.D. TOMPKINS

Vice-President
in Charge of Sales
Firestone Tire and Rubber
Company
Akron, Ohio



### Tomorrow's Firestone Stores— A New Outlet for Many Makers, A Decided Threat to Others

War shortages made it necessary for Firestone to find new merchandise for their 700 company-owned and 35,000 independent stores; the plan succeeded and dealer lines will be further diversified.

HE major business of The Firestone Tire and Rubber Co. is the manufacture and sale of a complete line of tires and other rubber goods, but it also sold \$3,000,000 worth of toys last year. In addition housewives bought Firestone dishes, mops, linoleum, shower curtains, clothes baskets, brooms, kitchen oven glassware, cutlery, hardware, ironing boards, kitchen stools and ladders, and flashlights. It sold, as well,

insulation and farm and garden tools, and in another field, skis, boxing gloves, and fishing tackle. Work clothes, rain coats, leather jackets, and books were added during the war years.

Firestone operates some 700 company owned stores and gives merchandising aid and counsel in the operations of approximately 35,000 Firestone dealer stores. The company's store business was started a long time

ago—in 1926. In the beginning the idea of distribution was to develop outlets for tires and later for complete car service. The present day store handles tires, car service, and a complete line of home and auto supplies.

"We went heavily into a wide variety of goods during the war because, soon after Pearl Harbor, we found ourselves out of tires. Both our stores and our Firestone dealer stores had to exist," explains H. D. Tompkins, vice-president in charge of sales.

Firestone, as a manufacturer, is broadening and expanding its products with a wide variety of plastics. Among them are:

Velon-A synthetic textile plastic

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CHANGE OF PACE: (left) First step in the direction of diversified lines came with the speedy development of the automobile and modern merchandising. Firestone urged dealers to put in gaso. line pumps and oil in order to attract prospective tire customers to the store.

> EXPANSION SETS IN: From 1925 to 1930 service stations began to expand facilities and modernize buildings (left). They even started to add auto supplies of all kinds from 1928 to 1932, in the first step toward carrying merchandise

cloth-beautiful, long lasting and easily cleaned. It can be used in a wide variety of products. Furniture coverings, shoe tops, automobile seats, handbags, luggage, window screening, are only a few of the possibilities of this rust-proof, water-proof, and extremely strong fiber.

Veloflex—A synthetic leather vinyl product, suitable wherever leather is called for. The color runs through the material and is sturdily resistant to scratches and scuffing. This is a synthetic of wide promise and importance.

Velofilm-A plastic sheet used for packaging purposes. It is moistureproof and can be used for umbrellas, baby pants, rain coats and capes, sportsmen's jackets, dress shields, shower curtains, bowl covers, aprons,

and novelty wearing apparel.

Hard Plastics — These molded plastics are of the phenol-formaldehyde type, similar to bakelite. Firestone is the world's largest manufacturer of plastic radio cabinets.

In recent years, Firestone has gone more heavily into metal products. It has formed as subsidiary, the Firestone Steel Products Co., already one of the biggest divisions of the parent organization. For some 35 years it has been one of the biggest manufacturers of rims for the trucking industry; is the largest manufacturer of beverage containers, and produces stamped and welded metal goods. Firestone also makes and distributes a complete line of high quality spark plugs.

War played strange tricks on the company's orderly peacetime business. All Velon production was directed to the needs of war. Velon screens went entirely to the Armed Forces, mostly in the South Pacific, where millions of yards were used to shut out mosquitoes, flies, and other insects. In that hot, humid climate it did not rust and did not have to be painted.

Those 700 company-owned stores and the 35,000 Firestone dealer stores, representing a huge investment, could

not be closed, abandoned, or even partly shut down without vast financial losses, and an adverse effect on the war effort, for it was the services these dealers rendered that kept America's cars and trucks rolling. It was imperative, if they are to live, that items to sell be found. Where to get them? Firestone buyers beat the bushes for products. War's end found more than 4,000 items in the stocks.

"Don't think that we just went out and bought anything," says Mr. Tompkins. "No merchandise was offered to our dealers until it had been tested for quality in our laboratories. We had to find out if it was wanted; if it would sell. Such testing goes back

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SALES MANAGEMENT



"ONE-STOP SERVICE:" Next step on the way to a really complete business franchise. Firestone encouraged dealers to enlarge retail sales rooms, to add service departments for brakes, lubrication, batteries, tires (above). Interiors became more display-conscious (right), as dealers put in such items as table model and car radios and heaters.

FRESTONE STORE OF TODAY: (below) Now dealers stock complete lines of merchandise and promote them with point-of-sale displays. You can buy almost anything—from pyrex pots to the latest in leather jackets.



many years, long before the war. During all those years we came to know that many items sold regionally. Certain types of electric toasters sold best in the West. Canvas chairs went well in the West; articles showing the Spanish influence sold in the Southwest.

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Mr. Tompkins outlines the development and evolution of the Firestone dealer stores somewhat as follows:

1900: Began as tire dealers and vulcanizing shops often in side street locations.

1925: Expanded to larger stations on Main Street and added batteries, brake linings, spark plugs, and auto accessories.

1930-31: Established service stations with complete brake, tube, battery, and tire service departments to take care of all automotive needs except major engine repairs.

1934-35: Added a few home supplies more or less related to the car and home, such as extension cords that could be used in the house or garage, and radio supplies.

1938: Home radios, home appliances, small electric appliances including toasters, electric grills, coffee makers, washing machines, vacuum cleaners, and stoves were stocked. Most of these went out in 1942.

While Firestone dealer stores in the main are not large, there are quite a

number of super-stores. The bigger store, when complete, should have 16 departments. Peacetime items include such things as food freezers, vacuum cleaners, electric ranges, electric roasters and toasters, waffle irons and grills, electric irons, electric fans, electric room heaters, aluminum ware, Velon screening, lawn mowers, outboard motors, washing machines, refrigerators, electric mixers, electric shavers, door chimes, and a host of others.

"Every dealer, thanks to the system we developed, has survived the war period," according to Mr. Tompkins. "We haven't lost one worth-while dealer. Although it has taken a great deal of research and study, the thing is, we've helped to keep them in business.

"This serious testing period, I think, has taught us lessons that will mean a better type of dealer in the future. We endeavor to give our own men and our dealers thorough training in merchandising. We try to help them to become substantial citizens of their communities; civic-minded men who take part in community activities, join the Chamber of Commerce and service clubs.

"We expect to continue growing

and expanding and we plan to make opportunities for the returning servicemen who will want to get into business for themselves or who will want jobs as salesmen. We are selecting men carefully. If a man is going into business we will help him choose his location. Our store-planning department will lay out his store and help him to locate his various departments. We will furnish him with his sales room equipment and furniture and our storeopening crew will assist him in getting away to a good start. We will advise him in selecting items for his store, so that he may be sure of the saleability of his goods.

"We hold two major dealer meetings each year, one in October or November, the other in March. This is to lay out plans for a six-month program each year. At all times we stand ready to set up budget and inventory plans and to give monthly merchandising plans. We suggest seasonal specialties for the Christmas holidays, Easter, and so on. We help with banners and over-the-counter pro-

motional materials.

"Firestone has its own complete advertising department handling everything from newspaper ads to catalogs and national magazine ads. Through-

out the war period we advertised all our lines and when peacetime goods are flowing again we will advertise them impressively in national media."

Firestone also has an extensive training course for store managers and potential store managers and dealers, who come to Akron for a three weeks course.

The company prefers to depend mainly on the dealer store rather than on the company owned store though both are operated in the same way. About the only difference is that the franchised dealer carries his own name, with that of Firestone, while the company store carries the Firestone

name only.

Fundamentally sound dealer relations will be vital to manufacturers after reconversion, Mr. Tompkins points out. Any business, whether dealer or manufacturer, must have profits if it is to endure. The manufacturers' greatest responsibility will be to help their dealers to do more business, make greater profits, and so enjoy greater security.

America's first and greatest need, he stresses, is to put real power back of the coming peacetime selling effort, and in good time. We must not be there with "too little and too late."

Logistics is the order of the day.

To direct selling effort to the right spots will take not only energy and planning but intensive study; far more intensive study than was applied to selling before the war. Selling can be the bottle neck halting progress. We've got to sell, in the days to come, to keep up with our greatly increased ability to produce.

"The big job ahead is to make selling as economic and efficient as possible," Mr. Tompkins maintains. "Selling costs should be watched carefully. The important thing is to be able to sell your product or your service to the consumer at the lowest possible price.

#### Selling Is the Biggest Job

"To put a new product on the market one must have above all else, a reasonably good idea about the number of units that can be sold. Without it, how can the manufacturer know whether or not to introduce his product? In order to formulate a good selling plan, he should also know all he can about the regular channels of distribution. In going into a new competitive market the products should be better; the price should be right.

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"Often a manufacturer's warehouse set-up is not right for proper distribution. If there are too many warehouses, or if they are not properly located, transportation and warehousing costs can be unnecessarily high. However, warehouses must not be reduced to the point where the service to retailers suffers and volume falls off. Transportation cost is too often overlooked. This will be especially important during the coming years.

"Long-range planning is just as important in distribution as in product and production activities and should have alert and aggressive leadership from management. We are now in the

action stage.

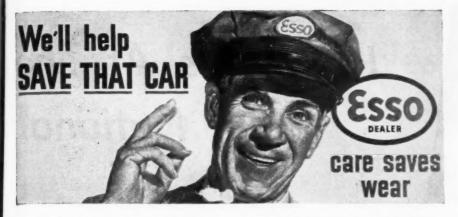
"Very soon now goods will be available. We are concerned with full employment. Jobs start in the retail store. When retail demand holds up, manufacturing employment holds up, and so does employment in all fields of activity. Sales to the consumer mean production in the factory, work for the farmer, jobs for the railroad men, for the miners, for people in wholesale and retail selling—for everyone all the way down the line.

"Selling is one of the biggest jobs ahead of us. I believe that if we are going to make the most of the promised good years ahead, a manufacturer must see that his sales force is big enough, well trained and properly set up, that his dealers are ready, and that his advertising and promotional plans

are geared to the job."



"Yippee—Salesmen again—six of 'em!"



Now that there's gas enough to go around, Esso Marketers are advertising on poster boards from coast to coast. This is one of 2,800 in its current program.

### Campaigns and Marketing

#### Too Much and Too Soon

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"There has been just a bit too much enthusiasm on the part of the radio trade in its presentations to the public," thinks Nate Hast, merchandise manager of the Home Radio Division, Lear, Inc. The reaction from the customers, he feels, is far from being perfect. Mr. Hast adds that there have been too many promises of miracles by radio manufacturers, too many inducements, and there is not sufficient material to back up the promises.

For months the radio, national magazines, newspapers, and outdoor advertising have urged people to "come in and sign up for new radios," or try out new models. Unfortunately for the interested public, manufacturers have not as yet been able to produce their products for sale. Unless the manufacturer can hold some of the public's enthusiasm in check, Mr. Hast adds, he will do himself more harm than good.

To illustrate his point, Mr. Hast cited the example in the experience of one of the biggest furniture chains on the Pacific Coast, which ran heavy advertising on a new washer which they had on their floors for examination, and for the acceptance of orders. Although all advertisements plainly stated that no washers were actually on sale and that orders were being taken only for future delivery, fully half of the people who turned up were disappointed when they learned that they could not get immediate delivery. The good impression which the store had expected to make turned out just the opposite. Many of the disappointed customers might even buy another make of washer because of that disappointment.

Mr. Hast was quick to point out that he was in no sense advocating a no-advertising policy. The radio field, he feels, despite or because of the pent-up demand, must advertise. But in his opinion the advertising must be handled in a different way—tell prospective customers about the new sets that are coming as fully as possible. But mention no date or make no promise as to availability.

Mr. Hast's sentiments about advertising by radio manufacturers can and should be applied to other manufacturers whose products are not ready

for sale to the public.\*

#### Coralling the Teeners

Gartner & Bender, Inc., publishers of Golden Bell greeting cards are taking full-page space in the November issues of *Seventeen* and *Screen Guide* to appeal to the important teen-age market for greeting cards.

This is the company's fourth in the series of full-page advertisements captioned "Greet your neighbor!" The advertisements stress the interdependence of people, emphasize that peace tomorrow depends on good-

will today.

"Peace," says the current advertisement, "depends upon more than boundary lines and treaties: it depends upon people. . . To have friends, we must be friends. . . Our world which was so large, grows ever smaller. In it, more and more, we are all neighbors."

Gartner and Bender have designed this human-interest campaign to emphasize greeting cards as a basic form of social and personal communication. Its copy theme and style are entirely different from any other

\* For information concerning Lear's distributor franchise, see "Distributor Franchise Covers All Contingencies in Simple Terms" on page 141. current campaign. Illustrations are in the form of photographs by such artists as Valentino Sarra and Pagano.

Clever angle: each advertisement is laid out so that it can be used as a centerpiece in a window or greeting card counter. Reprints are available on request.

#### **Kroger Promotes**

With reconversion under way, long delayed promotion programs are being dusted off and hurried to the consumer front. One of the most ambitious programs of the moment is that of the Kroger Grocery and Baking Co., Cincinnati, which is starting its Fall Sale Campaign with what is one of the greatest concentrated sales promotions in the company's history.

Through its advertising representatives The Ralph H. Jones Co., the company is taking space in more than 1,000 newspapers, reaching 13 million readers. Approximately 30 radio stations in an 18-state area will carry the 1945 Fall Sales Campaign mes-

sage.

Added to this, Kroger is sponsoring three separate contests: one for the general consumer public, a second for the radio stations which broadcast the three Kroger day-time serials, and the third for Kroger's 30,000 personnel throughout the company's net-

work of 2,800 stores.

The promotion is built around the company's oldest and most widely followed program, "Linda's First Love," which is heard five times weekly over 27 stations in the midwestern and southern states. By some astute timing it has been arranged for "Linda" to marry her "First Love" on November 9. As a follow-through all of the Kroger outlets will carry this "Wedding of Value" theme in their newspaper advertising and point-of-sales displays during the five week period of the drive.

The company is giving to winners of one of its contests ("I like Kroger's Hot Dated Coffee because . . .") a total of 25 Westinghouse Laundromats (automatic washers), 50 Westinghouse De Luxe Vacuum Cleaners, and 500 Westinghouse Electric irons.

To enlist the good-will of radio stations showmanship plaques and Gruen watches are being awarded to the three stations doing outstanding jobs in promoting the "Linda Wedding" on their respective stations. Station call letters and a plug for the Linda program are included in the millions of contest entry blanks being distributed as well as in the Kroger advertising and store displays.

## Highlights At The N First National M

"WHAT DID YOU SAY, MR. WAL-LACE?" . . . Don G. Mitchell, vicepresident, Sylvania Electric Products, Inc., presiding officer at the banquet session (right), listens with an attentive ear to Henry Wallace, the forum's guest speaker of the evening.





A HAPPY TRIO: Ray Bill, publisher of SM, goes over the program with George S. Jones, Jr., president, National Federation of Sales Executives, and Edward C. Andersen, president, National Society of Sales Training Executives. They look as though they approve!



MANAGEMENT SPOKESMAN: Alvin Dodd, president, American Management Association, takes the rostrum at the S.E.C. forum's afternoon session.



THE SPEAKERS GET TOGETHER: In the usual order: Weyman C. Huckabee, who delivered the Invocation; Stanley A. Holme, National Planning Association; Charles M. Isaac, manager, Domestic Distribution Department, U. S. Chamber of Commerce; Arthur A. Hood, director of dealer relations, Johns-Manville Corp., and presiding officer at the morning session; Paul G. Hoffman, president of the Committee for Economic Development, and president of the Studebaker Corp.

# N. Y. Sales Executives Marketing Forum

MOBILIZING FOR ACTION, representatives of the country's coordinating forces of sales, advertising and distribution met October 22nd at the Waldorf Astoria, New York City, at the first of the six sessions which are being held under the auspices of the Sales Executives Club of New York. Joint sponsors of these sessions and others which will be held in 100 leading cities are National Federation of Sales Executives and Advertising Federation of America. Chief objective of the meetings: To impress on the leaders of America the fundamental importance of "Selling" as the creator of jobs and hence as the greatest single factor in attaining a full peacetime economy.

of these meetings at the First National Forum.

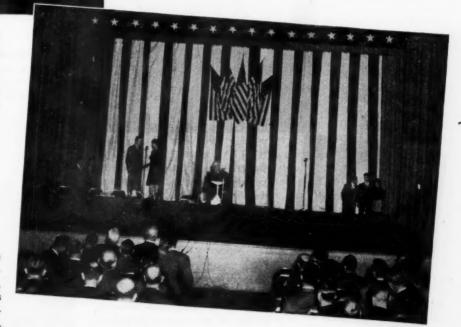




MR. HANCOCK RELAXES. (top right) John Hancock, partner of Lehman Brothers and co-author of the Baruch-Hancock Report, takes it easy in the "guest of honor" room before lunch.

GATHERING OF THE CLAN: Early-birds at the first session of the marketing forum: Grant Swisher; Gene Flack, president, the Sales Executives Club of New York; George Marklin, managing director, National Federation of Sales Executives; Harry Decker, Curtis Publishing Co. Attention is on the program.

PRE-LUNCH PARLEY: Elon G. Borton, president, Advertising Federation of America, chats with Donald Hobart, President, American Marketing Association, and Earle Pearson, director of special services of the Advertising Federation, formerly general manager.



SELLING AS A CAREER: Highspot of the meeting presentations was this skit contributed by Phil J. Kelly (at the microphone), vice-president and general manager, Carstairs Distillers Corp. A group of National Broadcasting Co. actors can be seen at the back.

# Highlights at the N.Y. Sales Executives First National Marketing Forum

(Continued from page 41)





HAPPY ABOUT THE WHOLE THING: Don Mitchell and Gene Flack take a breather after seeing how successfully the first Marketing Forum session was going.

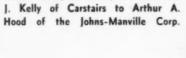
THAT MUST HAVE BEEN A GOOD ONE: Club members exchange witticisms at the Waldorf—left to right: Pete R. Fullam, Carolina Absorbent Cotton Co.; Paul E. Seaman, eastern sales manager, Encyclopaedia Britannica; Thorndike Deland, Thorndike Deland executive placement agency; Carl H. W. Ruprecht, Underwood Elliott Fisher Co., and M. D. (Mickey) Finehout, Whitaker Paper Co.



MANUFACTURERS' SPOKESMAN: Ira G. Mosher, president, National Association of Manufacturers, lounges at the fireplace before giving his address at the national marketing forum.



"EVERYTHING'S RUNNING SMOOTHLY, ARTHUR," remarks Phil J. Kelly of Carstairs to Arthur A. Hood of the Johns-Manville Corp.



TIME OUT FOR A SMOKE: Samuel H. Thompson, Society for the Advancement of Management, takes advantage of intermission at the Waldorf.

TALKATIVE TWOSOME: (below) Harold D. Laidley, manager, sales development, White Motor Co., with Roderic Peters, of Servel, Inc., and president, the Sales Executives Club of Washington, D. C.

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SALES MANAGEMENT



JEROME I. UDELL: Retailers look to him for counsel.

How can you keep that personal touch with dealers when your company has grown so large that your top executive can no longer visit accounts? — Max Udell, Sons & Co., manufacturers of men's clothing, found the solution to this problem in a series of letters reviewing the developments of major importance on the national horizon.

Based on an interview by A. B. Ecke with

#### JEROME I. UDELL

Max Udell, Sons & Co. New York City

# **Udell Cements Dealer Relations With Informative Letter Series**

AX UDELL, SONS & CO., manufacturers of men's clothing, is securing its place in the competitive peacetime market by keeping its retailers well informed through a series of letters covering a broad range of subjects, written and signed by the company's chief executive—Jerome I. Udell. The letters which were originally undertaken as a modest and unheralded contribution to a troubled industry have proved to be a long-term and profitable investment, winning new friends and influencing old customers to rely upon the company in the competitive period ahead.

One of the problems involved in the development of a national distribution, Mr. Udell has observed, is the problem which looms up when the head of a company—who in his early days spent considerable time on the road—becomes little more than a name to his distributing trade. When that happens, Mr. Udell says, a company becomes an institution, and it is then charged with being out of touch with the trade, "uppety," and even indifferent to dealers' problems.

What all this means is that a dealer relations problem has arisen—a problem just as complicated and just as demanding of solution as that broader problem of public relations. The solu-

tion to that problem boils down to the development of a program which will enable the head of a business to be in several thousand places at one time. His knowledge of the business, his broad experience, diplomatic and selling abilities—all these attributes must be made to function on a nation-wide scale as efficiently as they originally functioned when the business was smaller and when the president was able to visit most of his retail accounts.

#### A Personal Consultation

How can a job of this kind be done? The Udell company has an excellent answer to this challenging question, by rendering to retailers a service through a series of letters which review as briefly as possible the many developments of major importance on the national horizon.

That may sound like a rather trite solution. After all—of letters to retailers there is no end. But the Udell company's letters are in the nature of a personal consultation between Mr. Udell and each of his dealers. It is just as though a retailer visited Mr. Udell, or vice versa, and a problem of timely importance came up for discussion. The way Mr. Udell would give the answer to that prob-

lem in a personal meeting is the way he gives his answers in his letters.

Udell's retailer account list includes approximately 4,600 retailers scattered throughout the country. Immediately after Pearl Harbor these retailers—like many retailers in every other field—viewed the future with misgivings. They needed counsel and they needed encouragement. They didn't want the Pollyanna type of cheerfulness; they wanted practical advice from some one whose practical experience they held in esteem.

Then, too, during the war Udell did not send salesmen out on the road. All merchandise allotments and allocations were made by mail, over salesmen's signatures. Many Udell salesmen, of course, were in the Armed Services, and those salesmen who were not in the Services were kept on the staff for work in the home office. All salesmen, whether they were in the Armed Services or not, received full income during the war period. However, there was still the problem of how to help solve retailers' problems.

Jerome I. Udell took over the job. He is one of the outstanding personalities in the menswear industry, and it was only natural that he should have been one of the first to go into the service of his country. At the very beginning of the war he accepted an

important short-term post as Chief of the Clothing Section of the Research and Development Branch, Office of the Quartermaster General. For the balance of the year 1943 he was Chief of the Textile, Clothing and Footwear Division of the Office of Foreign Relief and Rehabilitation Operations un-der Governor Lehman. These activities, as well as his membership on the Industry Advisory Committee of the War Production Board, placed him in close touch with developments as they were taking place in the Nation's capital. Here Mr. Udell was able to make forceful, comprehensive, and mature analyses of the day-to-day sit-

Adverse Business Factors:

 The size of our Armed Forces is in process of being substantially in-creased with the result that several million more buyers of men's and young men's clothing will be taken out of the market.

2. Heavier taxes will make substantial

inroads into income.

It is estimated that five hundred million dollars monthly will be siphoned out of income through sales of Defense Bonds.

4. There will be a substantial loss of employment due to dislocation of industry as a result of priorities in vital raw materials and the inability of many businesses to secure needed materials

Present higher prices and further in-creases will tend to reduce unit sales.

dislocation of their industry.

dislocation of their industry. It is proposed in pending legislation that this compensation be up to \$24 a week, while these workers are being taught defense work.

5. Buying of the "stocking up" kind has not been heavy as yet. While such buying represents business "borrowed" from the next Fall, this is likely to be offset by the enlarged purchasing of customers whose income has been increased and who will has been increased and who will spend it on soft goods.

The letter then concluded with these comments:

While no one can foretell what the duration of the war will be, it is unlikely that it will end in 1942. At the moment we feel free, in the light of the foregoing facts, to recommend to our customers that they cover any open balance of Spring 1942 anticipated needs insofar as such coverage is now available. It is not possible at present to anticipate merchandise re-quirements for the Fall of this year, but when lines are available, a fairly liberal policy of anticipation would be in order. If there are any specific questions that

you would like to have answered, we would be glad to have the opportunity of doing so insofar as we are able to . . .

#### Many Subjects Covered

The second Udell letter dealt with a critical problem of the time-rationing and price control. In subsequent letters, even orders which covered and pertained only to retailers were analyzed. Despite the fact that retailers had access to this information in the press and paid services, they report that the Udell letters are clearer and easier to understand.

Since the first letter was written, 24 letters have been sent out. A few of the subjects covered were:

The firm's policies in regard to allotment of its merchandise.

The firm's viewpoint in regard to the outlook for the coming season.

The firm's explanation of why road selling was discontinued.

Explanation of the whys and wherefores of the firm's policy for handling all sales by mail for three years.

Question of supply.

Synopsis of Wool Conservation Order No. M-73.

OPA Men's Clothing Price Order. Synopsis of the Maximum Price Regulation No. 177-for retailers and for manufacturers.

Government Orders. Inventory Control.

Synopsis of WPB Simplification Order L-224 as amended June 2, 1943.

Factors calling for caution in any planning. Favorable factors to be considered in planning.

Revised Price Control.

Outline of increased purchasing programs of the Armed Service which resulted in a diminished supply of civilian textiles.



Do the Retailers Like the Letters? Of Udell's 4,600 retailers, 3,543-or approximately 75% - replied that they benefited from them and wanted them continued.

uation as it was shaping up on the Washington front.

Mr. Udell's first letter to retailers was sent out January 28, 1942. Under the heading, "An Open Letter to Our Customers," it interpreted the OPA Wool Rationing Order and clearly stated the company's position so far as Spring orders were concerned and then continued to deal with the business outlook at the time, citing adverse and favorable factors. Here are excerpts from that first letter which indicate how thoroughly Mr. Udell dealt with retailers problems:

The situation today differs radically from what existed after the declaration of war in 1917. At that time there was a 90-day lull in business. The difference is that we are now approaching a peak of defense production which was not true in April 1917. That explains why the temporary unsettlement that followed our declaration of war in December lasted only a few days. The following discussion relates only to the factors that affect men's and young men's clothing:

Many consumers have been stocking wool items in the last few weeks, buying beyond their current needs.

Favorable Factors:

 National income for 1942 is estimated at one hundred billion dollars. For the first quarter the estimate is twenty-five billion dollars or 25% greater than the income in the first quarter of 1941. This means that a far greater number of workers will be employed; there will be a tremendous increase in buying power.

2. Rationing of automobiles and of other high price consumer goods which normally constitute an important portion of the total retail trade, will divert a substantial part of consumer income to other lines, particularly apparel. Monies normal particularly apparel. Monies normally spent on automobile touring trips and other forms of traveling will likewise be diverted in great measure to the purchase of apparel.

3. Statistics show that two-thirds of the buying income of consumer articles is done by people with incomes below \$3,000 a year. Taxes will not affect such people.

affect such people.

Legislation is likely to be passed shortly, compensating workers who lose their employment due to defense



We held sort of
a Town Meeting on
Telephone Service

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We mailed questionnaires to a number of people who were waiting for home telephones and asked them how they felt about it.

Practically all understood the reasons for the shortage in telephone facilities and the big majority placed the responsibility for lack of service on the unavoidable circumstances of war.

More than 72% said the telephone company was doing all it could for them. More than 69% agreed they should be waiting their turns for service.

About 19% thought they

should have had telephones at once and 10% felt we could do more for them than we had. 18% thought others got telephones ahead of turn.

Of course, we are grateful to the majority for their good opinion, but we also respect the views of the minority who think otherwise.

We've turned the corner from war to peace and we're on our way to give service to all who want it.

In the next twelve months, we expect to install more telephones than there were in all of France and Belgium before the war.

BELL TELEPHONE SYSTEM

Listen to "The Telephone Hour" every Monday evening over NBC





"Even the paper boy has a hard time letting go of The Buffalo Evening News\* with its average of 109 full news columns daily."

\* No, it isn't easy to toss The Buffalo Evening
News aside after scanning the headlines and
the weather report. The News has more columns
of real news, by actual count, than most dailies
of real news, by actual count, than most dailies
in America. We're proud of this high news content because it was achieved in the teeth of the
paper shortage. We're proud of it even though
paper shortage. We're proud of it even though
it has meant cutting out some advertising, beit has meant cutting out some advertising, betrom the fact that 250,000 Western New York
from the fact that 250,000 Western New Sthorfamilies read The Buffalo Evening News thoroughly every day. It's the big paper in a big
market!

One letter was devoted entirely to the business outlook. It was written August 31, 1944, and from the reactions received by the company from retailers all over the country, this letter proved how straightforward Udell had been in all previous letters in reviewing and interpreting the business situation.

The most recent letter written by Mr. Udell was sent out August 25, 1945. It covers military cancellations and what they will make available in the civilian market—manufacturing capacity—prices—Limitation Order L-224—WPB M-388C—the company's recommendations—surplus outlook.

"Even before V-J Day," Mr. Udell points out in his last letter, "we had assurance of an easing in the supply of suiting worsteds. As a result first of the revision in WPB Order M-73 and then its revocation; we knew that the mills could deliver worsteds by November and that worsted suits would be available for delivery to retailers during December or January. The arrival of V-J Day 'accentuates the positive and eliminates the negative.' It will result in increased quantities being available but, aside from a few exceptions, it will not accelerate the starting delivery date. . . .

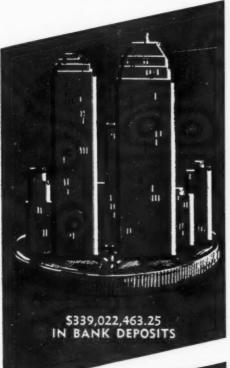
#### Wise Advice

"From what we have reviewed in this letter, it can be concluded that there is nothing to indicate that the delivery of Fall civilian clothing will be accelerated or that appreciably more will be available until close to the end of the year. We therefore strongly advise against disturbing any outstanding clothing orders and we likewise advise acceptance of offerings of any suitable merchandise for delivery before the end of December. The only note of caution that is required is to be selective in goods that are bought; to adhere only to all wool merchandise, desirable patterns, good tailoring and satisfactory fit. . .

It is interesting to note that the Udell letters are not issued on any regular schedule. They are sent out only when there is something about which to write. And interesting, too, is the fact that the letters are sometimes rewritten four or five times to give them succinct, clear, and simple style. The very irregularity of their appearance apparently appeals to retailers because they have indicated in their correspondence with Mr. Udell that they are confident that the letters are not written just to meet a deadline, but only when Mr. Udell believes that he has a message of timely and informative importance.

To arouse further reaction from re-

#### NEARLY HALF A BILLION DOLLARS FOR

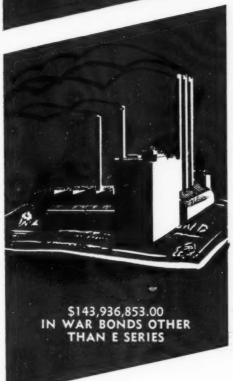


# BUSINESS EXPANSION

At the close of business on June 30, 1945, total war bond sales in Oklahoma County exclusive of Series E issues amounted to more than \$143,000,000.00. As of the same date total deposits in Oklahoma City's eight banks soared to \$339,022,463.25. Nearly half a billion dollars in cash and U. S. securities and more than \$350,000,000.00 above the amount on deposit in city banks three and a half years before!

This huge accumulation represents Oklahoma City's capacity for reconversion, her power for expansion. It awaits only materials and manpower to make a start.

Oklahoma's two mightiest sales weapons, The Oklahoman and Times, have already effected a smooth and effortless change-over to peacetime merchandising. They are ready to show you the short cut to sales in this magnetic market.



# THE DAILY OKLAHOMAN OKLAHOMA CITY TIMES

THE OKLAHOMA PUBLISHING CO.: THE FARMER-STOCKMAN \* WKY, OKLAHOMA CITY KVOR, COLORADO SPRINGS \* KLZ, DENVER (Under Affiliated Management) REPRESENTED NATIONALLY BY THE KATZ AGENCY, INC.

tailers, the last letter carried this postscript; "This is the 24th in a series of Open Letters sent to you since the beginning of the war. These letters have been written only when there was something worth writing about. We have attempted to keep them brief and clear. It would be appreciated if you would indicate by use of the enclosed postcard whether these letters have been helpful to you and whether you would like them continued from time to time."

The Udell organization reasoned that if affirmative replies were received from possibly 20%, it would

be gratifying. Actually, 3,543, or approximately 75%, of Udell's 4,600 retailers wrote to Mr. Udell saying that they enjoyed his letters, benefited from them, and wanted them continued.

Udell salesmen all have been notified that the postcard was sent out and they will receive reports on all retailers, in their respective territories, who replied in the affirmative. These reports will enable the salesmen to bridge the gap that has widened during the war, with no selling on the road, and give them an opportunity to revive cordial relationships with

retailers with whom they have been out of touch for so long.

In addition to the 3,543 retailers who requested that the letters be continued, there were executives in other branches of the menswear industrymen engaged in scientific and social research, writers and publicists on newspapers and in press services, high Government officials, educators, officers of trade associations. In the flow of comment sent in to the Udell organization, there is abundant evidence that Mr. Udell's series of letters has become a guiding beacon for many alert businessmen who are making their own diligent search for a solution of peacetime retailing problems.

#### What They Say

Here are typical excerpts from comments received:

"I can truthfully say that there has been no such clear and explicit statement of prevailing conditions as contained in your various open letters, and I have always seen to it that they were passed around among the various members of our organization, for their enlightenment."—The Leon Godchaux Clothing Co., Ltd., Leon God-

chaux, Jr., President.

"I find your letters very clear, practical, and helpful. I for one will be very disappointed if you decide to discontinue them unless you feel that the problems of the clothing manufacturer and clothing merchant have evaporated with the arrival of V-J Day. It would certainly seem to me that the discontinuance of your letters at this time—while our problems obviously do continue and are likely to continue—would be like a permanent break in the film before the end of the movie. I certainly hope that you will continue the letters for some time anyhow."—Marshall Field & Co., E. H. Craig, Merchandise Supervisor.

"I think these letters are helpful and I think they should be continued. In fact, I demand that you continue them."—Allied Purchasing Corp., A. D. Higgins, Divisional Manager.

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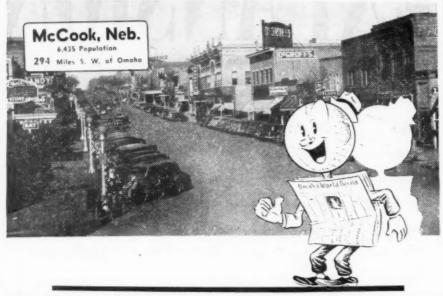
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"I wish you to know how much I got out of your copy of Open Letter No. 15 in the Daily News Record last week in regard to the clothing picture of 1944. I think it is the best thing that we have been offered by any one this year. I have had the vice-president of our company read it over in detail."—Jordan Marsh Co., R. E. Mulligan.

"I must join the roster of all of those who have nothing but praise for your 15th Open letter. It's a masterpiece in saying so much in so few words and it really tells the story."— Foreman & Clark, Barney Golub.



#### "What Am I Doing In This Picture?"

It's one of my "home towns." One of 585 principal towns in Nebraska and southwestern Iowa, in which the World-Herald is by ABC count a major or dominating influence.

At McCook, our ABC coverage is 75% daily, 78% Sunday—mostly carrier delivered. Coverage at North Platte, 80 miles north of McCook, is 48% daily, 71% Sunday. Throughout the 103 counties of Nebraska and southwestern Iowa, the World-Herald is as much "at home" as most newspapers are in their local community.

In this great, stabilized market, bulging with an effective buying income exceeding \$1,510,085,000° you need a strong, influential voice to carry your sales message. That's the World-Herald, which reaches and influences more than 210,000 families, every other one throughout this entire region!

\* Sales Management, 1945.

FREE . . . First Edition of World-Herald 1945
Consumer Analysis. Contains valuable
data on trends of the Greater Omaha Market.
Write National Advertising Dept. on your business letterhead.

COVERS NEBRASKA AND S.W. IO



OWEES AND OFERATORS OF RADIO STATURE ROWN

National Representatives, O'Mara & Ormsbee, Inc.

New York, Chicago, Datroit, Los Angoles, Son Transiste

Net Paid Circulation September, '45-Daily 210,287; Sunday 212,133

BEHIND THE SCENES: Backgrounds, props and mannequins
in a Staples-Smith workroom.
... They're destined to appear
in department store windows.
Seal with gloves in mouth
shows typical Staples-Smith humor. Below is a life-sized, paper-sculptured shaggy afghan.



## Witty Creations of Staples-Smith Put Theatre into Selling

You've met the Smiths—Cecilia and Ira—and their partner, Irving Sherman, before in these pages. They started their unique business by making papier mache pieces for display. Their vastly entertaining ideas have now taken them into a variety of new ventures.

TAPLES-SMITH is the name of a hard-to-classify business operated by three young people in New York City.

The telephone book has the word "displays" after the company name, but creating displays—though it is the most important—is not by any means the only service the organization renders.

Some of their recent achievements: designing a line of good-looking modern office furniture (and we mean it—even the file cabinet is a honey); designing and decorating the offices of a big clock company; a store-wide design job for a department store, including stationery, sales

literature, tea-room menus, matchboxes, gift-wraps, interiors and displays; four sophisticated angels for a Chicago night club; candy boxes for a manufacturer; big display apples for a nail-polish manufacturer; and a group of sculptured heads of famous people, among them Will Rogers and Frank Sinatra, done "straight," instead of amusingly—which is unusual for Staples-Smith.

Those jobs are outside the usual routine of catalog and magazine covers and the store displays which form the bulk of the firm's volume.

Staples-Smith was formed less than six years ago, when three artists, all graduates of Pratt Institute, pooled their slim capital and opened a studio in New York City. They were rich in ideas and they soon found customers, for whom they devised a new technique in paper sculpture, which is still their chief stock in trade.

The firm has a way of outgrowing its quarters every few months or so. About a year and a half ago they took over a five-story building on East 46th Street in mid-town Manhattan, a step which seemed ambitious indeed at the time. Since then, though, they have spilled over into two other buildings, one for papier maché work and the other for paper sculpture.

The reception room at the main office on 46th Street is like a page out of a story-book. A good many things in it look as though they are made of candy, chiefly the red-and-white striped peppermint variety. There is, for example, a chaise longue in that spirit. About three-fourths of the furnishings are samples of the firm's work—angels of various types, from



# HOW TO INCREASE YOUR PROFITS

You can increase profits and sales by studying your customer.

What are his likes and dislikes; his fears and hopes; his needs and wants? What does he want that your product can give him?

If your advertising promises to satisfy your prospect's wants, your product will be demanded.

Serving sales executives for 53 years by studying their customers' wants, has given D. H. Ahrend Company the experience to meet your sales promotion problems. For consultation without obligation in N. Y. Metropolitan Area, call WOrth 2-5892, or write TODAY.

Ahrend Clients Have Won Sixteen 'National Awards Within the Past Three Years.

## D. H. AHREND CO.

DIRECT MAIL DIVISION 52 Duane St. New York 7 WOrth 2-5892

pudgy to slim and sophisticated, with spun-glass hair; mannequins of pressed paper; and a variety of flora and fauna touched with Staples-Smith fantasy. There are dogs, including a dignified afghan with a shaggy paper coat. Then there is a gorgeous bee, as big as a kitten. Just now the firm is working on Easter items, and there are huge Easter eggs in the showroom.

Everything turned out by the company has a special air about it, a kind of trade-mark by which members of



A PEEK AT JUNIOR FASHIONS: Little brother peering wide-eyed at sister's togs in a Lord & Taylor window display, characteristic of the Staples-Smith humor.

the retail world can recognize Staples-Smith handiwork. Cecilia Staples, who gets credit for most of the designs, is partial to the flavor of yesteryear, and is responsible for many of the amusing Victorian figures you see in stores throughout the country. Her little darkhaired girl with fat legs and high buttoned shoes, bobs up in many guises. For several years, she was the "B" (for Belinda) in the advertising of Bloomingdale's, New York City. She was—and still is, on occasion—the "Mlle." of Mademoiselle, on whose pages she has appeared often.

Staples-Smith productions are used to some extent for manufacturers' displays, but they appear most extensively in retail stores. The firm often gets an order for displays in all a store's windows (30 or more at times), with the same theme worked out for interior displays, for ledges and other inside spots. These large orders account in part for the severe growing pains the company suffers. It takes a lot of space to work on sets of characters for thousands of store windows at one time, as Staples-Smith must.

One set of windows which made display history was created by the company for Bonwit Teller last Christ-

mas. The windows were religious in theme, somewhat on the order of stained glass motifs, with medieval knights and saintly ladies. Unlike most Staples-Smith jobs, these displays were not humorous, but they had the same touches of fantasy and charm characteristic of the firm's output.

Outstanding among its Christmas jobs last year was the set of windows for McCreery, New York City. They showed Victorian Christmas scenes, the children taking over the kitchen and nearly wrecking it with taffy-pulling and such; rummaging in the attic and dressing up in adult finery; enjoying the first Christmas of the new baby brother. Also included in the series were displays in which dolls were the actors, and one unforgettable "cat convention," with a cat hotel ("mouse in every room"), cats dressed up and enjoying party



WHEN KNIGHTS WERE BOLD: Inspired by stained glass church windows, Staples-Smith designed this window display, one of a store-wide Christmas series for Bonwit Teller done with the usual Staples-Smith touch of charm and fantasy.

eats of catnip tea and chocolate mice, and a protesting kitten being put to bed for his misdeeds.

Staples-Smith has no particular sales problem, as customers have found their way to this unusual organization so rich in ideas and in the capacity for executing the ideas of others. But that does not restrain the management from thinking up some pretty nifty themes for its own advertising in display publications, and direct-mail literature. "Samples" of window ideas are three-dimensional diorama-like, but small-scaled, versions of window treatments, framed in cases like shallow candy boxes.





### IN PETROLEUM REFINING

# Los Angeles ranks third

The third largest American petroleum refining center . . . yet this is but one of Los Angeles' <u>nine</u> nationally high ranking major industries!

In addition, Los Angeles stands first in aircraft, motion picture, and oil well equipment production . . . second in automobile assembly, tires, and dollar volume of apparel . . . third in food processing . . . fourth in furniture production. No other single American industrial area wears so many and varied 'crowns'. Practically every known industry is represented in Los Angeles. Amazing as it is, substantially every major industrial plant in the area will be fully reconverted to peacetime production by the end of this year. Again in peace, as in war, Los Angeles has demonstrated its ability to take abrupt changes in stride.

In the vital city and retail trading zones of this miracle market the Herald-Express reaches over 44,000 more families than any other daily . . . that's reader preference!

LARGEST DAILY CIRCULATION
IN THE ENTIRE WEST



REPRESENTED NATIONALLY BY PAUL BLOCK & ASSOCIATES



KALEIDOSCOPE OF ADVERTISING'S FUTURE: To create desire for new products and services . . . to win new markets—of veterans with changed habits and housewives with defense-plant purchasing power . . . to restore old companies and products to their former competitive positions . . . to build reputations for the new names over the land . . . to help Mr. and Mrs. America find the home they crave . . . to keep America employed.

# The Coming BOOM in Advertising

BY JOHN S. PERKINS

Assistant to the President and Professor of Management Boston University

DVERTISING is about ready to step on the stage for its greatest performance. There will be a full orchestra—an important part for every instrument. Each performer will have to play with all his energy, and in keeping with the highest standards. Advertising is at the threshold of its biggest boom. Volume will soar. Billings will skyrocket. The boom can not miss.

American business did a magnificent job during the war; advertising played a very important role. The sudden cessation of hostilities, however, has introduced tremendous reconversion problems. There are two basic principles underlying the immediate period.

First, a hungry civilian market is waiting to be satisfied. The public is

on the starting line, ready to rush to the counters. The manufacturer who gets there "fustest with the mostest and the bestest" will have the advantage over everybody else. The winners in this race are going to be those who have aggressive advertising programs.

Second, business has a greater social obligation than it has ever had before. Jobs must be found for everybody who is willing and able to work. Jobs depend upon production, and we have plenty of production know-how. The level of production, though, is dependent upon distribution; goods must be consumed so that more goods will have to be made. Advertising must team up with production and distribution in order to move more goods faster so that the highest level of employment can be maintained.

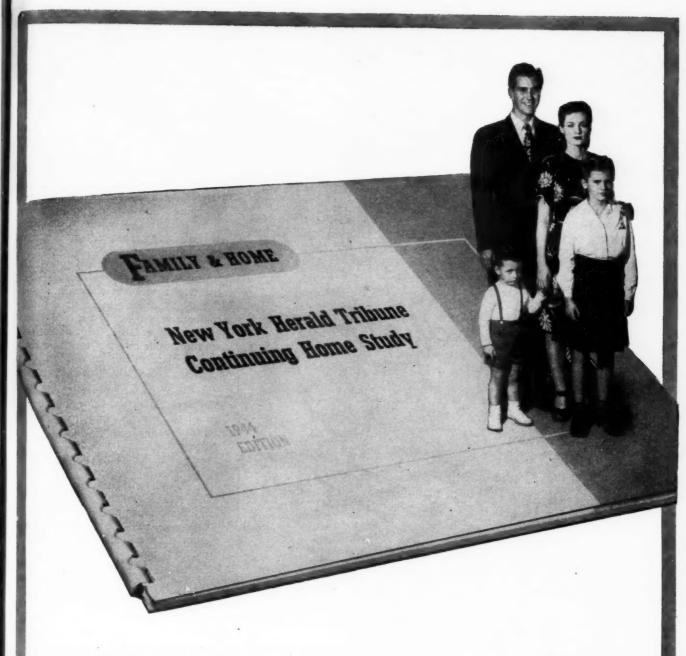
Here are ten specific reasons why advertising is going to boom in the next few years:

1. The role of advertising in full employment. In this connection it doesn't make much difference what the actual employment quota is. Do we need 55 million or 60 million jobs? The important point is that a whale of a lot of people must go to work.

Jobs will not be available for them unless they also purchase products. This means that goods must be kept moving off the shelves as never before. New models, new gadgets, new products, new services must be available.

But this is not enough. The public must be provided with continued stimulation if it is going to buy these new products and services. The desire for them must be created. It isn't possible for the consumer to base his purchases on current experience, to test each brand of a particular product. Therefore, buyers will rely to a greater extent than ever before on advertisements.

No



Every newspaper owes its advertisers an exact definition of its readership

Through its Continuing Home Study, initiated in 1938, the New York Herald Tribune knows its readers with unprecedented accuracy. The latest study is being released in four sections: (1) Family and Home, (2) Major Equipment, (3) Shopping Habits, (4) Brand Preferences. As each is published it will be sent to executives requesting it on their letterhead.

Herald Tribune
230 WEST 41st ST., NEW YORK 18

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Thus advertising is faced with an important social obligation, the obligation of honestly but forcibly stimulating consumer demand, so that more goods will be purchased, which in turn will mean that more goods will be produced, which in turn will mean that more people will have jobs.

2. Changed competitive factors.

Those who think that business will snap back like a rubber band to the

pre-war competitive picture are in for a rude awakening. The whole shooting match is changed—products, personnel, reputations.

For the most part, pre-war reputations will have to be won anew. Business from now on starts from scratch. The new war-born company has just as much a chance as the old established concern.

Advertising must play a tremendous role in this competitive fight. It must bring back old companies, launch new companies, make the public aware of new products, and remind them of the value of old products. Never before has advertising had such a responsibility for such a wide segment of American industry. It has done it in the past for individual companies; it now must do it, all at once, for entire industries.

3. Restoring Competitive Position to Old Companies. No firm whose normal business activities have been suspended for three or four years can expect to return to its former competitive position overnight. It must plan and work to win back its place in the business firmament.

Situations such as those of Ford Motor Co., General Electric Co., Westinghouse Electric Corp. panies that haven't put a product on the civilian market for years-present a problem that cannot be treated lightly. It is true that these firms have maintained their names before the public; but it is also true that the value of this institutional advertising can be over-estimated. Name-plugging rarely takes the place of performanceplugging. The buying public has a poor memory-is fickle in its taste. It is always susceptible to strong, competitive selling copy.

Thus, advertising has before it the urgent task of aiding companies of the type mentioned above in regaining their position in an increasingly competitive market. Enterprising companies will enlarge their advertising appropriations in order to insure their

former place in the sun.

4. New Names Over the Land. Many new industrial names have come out of the war: Higgins, Kaiser, Reynolds, Raytheon, Lewyt. Firms bearing these names have done a magnificent war job. They intend to stay in business, they are not awed by traditional industrial names.

Advertising will play a leading role for these companies. It will lift their products out of the battlefields and present them to the buying public at the market place. The copy used must be aggresive and hard-hitting. It must catch the public's eye, even though it be back-to-back with an established advertiser's double-spread.

The day of joining hands in war is done. From now on America's businessmen are going to be engaged in a glorious free-enterprise battle. Every company will seek to take markets from every other company, and the result will be growth, development, and prosperity for all.

5. New Markets. Several basic markets were "closed for the duration." Twelve million people in the Armed Forces, for example, have hardly been in a clothing or grocery store in several years. Thousands and thousands of women have neglected the department and hardware store in favor of the defense plant.

Thus, demobilization and the return to normal buying habits introduce to the salesman a virgin territory composed of millions of good spenders. The man with a good product on his hands and a strong advertising plan to help take it off his hands is

...on the Pacific Coast



is different ...

A Western guest may find himself lounging on a terrace or under a walnut tree; relishing China Run Curry in an outdoor dining room; stirring Mexican Gulachi over an open barbecue. However he's entertained, he has a feeling of belonging . . . is comfortable as an old shoe.

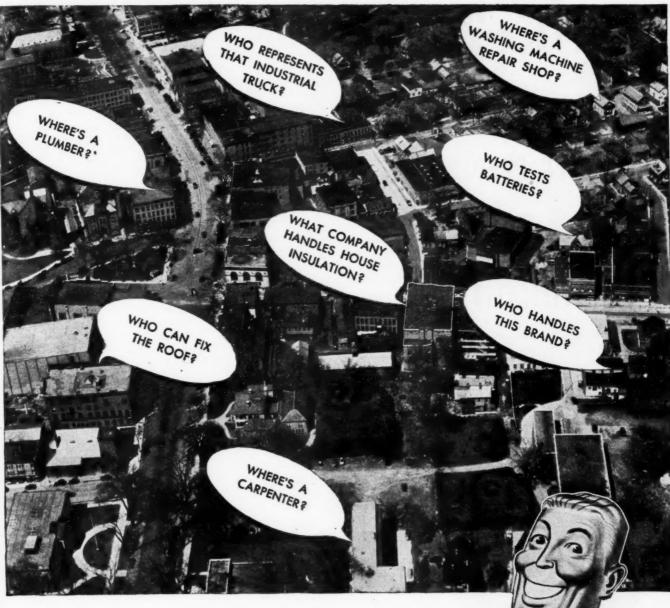
Western living which follows a pattern all its own is mirrored in the pages of *Sunset* for its quarter-million readers. That's why, when a Westerner starts a "project," you'll likely find him mulling through how-to-do-it plans in his carefully-saved file of *Sunset* Magazines.

Sunset knows the Pacific Coast

Sunset

THE MAGAZINE OF WESTERN LIVING

San Francisco



# And they all found the answers in here

When the public throughout the nation wants to buy or is in need of service on household appliances, office machines and industrial equipment, it knows that the Classified section of Telephone Directories is a handy reference guide.

The answers to such questions indicated in the picture can be found in the "yellow pages" of 1511 Directories covering thousands of communities.

That's why the Classified is America's popular buying guide,





### GIVE YOUR PRODUCT



### **IDENTIFICATION**

The battle for the consumer's dollar now shaping up promises to be the hottest in history!

When you've given your product the best in design, engineering and quality, give it one thing more to set it apart from competition

—give it standout identification with a fine looking Ecoa name plate.

Ecoa name plates, etched or lithographed



on metal, in colors as desired, spotlight your product. Ecoa name plates look better—longer. They're worthy marks for worthy products.

Write now for quotations, without obligation. Our art department will help on design if you desire.

# OF AMERICA

1520 Montana Street, Chicago 14, Illinois Dept. J-11

Metal Name Plates, etched or lithographed © Plastic Name Plates, Dials and Panels, lithographed or screened © Etched Metal Scales, Clack Dials, Instyument Panels, Art Navelties, Advertising Specialties © Etched Metal Panels for elevators and architectural uses.

SUBSIDIARY OF DODGE MFG. CORPORATION, MISHAWAKA, INDIANA going to reap rich benefits from these thirsty markets.

6. Old Markets. Traditional markets will be geared to a level never before realized. Twenty-four million automobile owners in this country, for example, are going to buy at least one new tire as soon as possible. The particular brand they buy will depend, to a large extent, upon advertising. Well known tire manufacturers will have to advertise as never before in order to win this replacement market, because the firm that wins the business now will be the one to keep it later.

This applies not only to tires but to hundreds of other civilian products which have been off the consumer list. American consumers now have the money; they need the products. It will be the job of advertising to convince them that particular brands are superior: radios, hosiery, washing machines, refrigerators, irons—all have a crowd waiting at the distributor's door.

7. New Materials and Methods. We are at the threshold of many new, strange and exciting developments. Thanks to wartime scientific progress, the American consumer will soon be living in a veritable Wonderland. There will be plenty of new gadgets and scientific oddities, but basic wants of food, clothing and shelter will be affected to the greatest extent. The food habits of the Nation will change materially due to war developments in refrigeration, in preservation, in kitchen equipment. Clothing will be changed in many ways as a result of new materials and adaptations. In the fields of housing, communication and transportation a bewildering variety of new scientific applications will be

Just as the American soldier had to be taught the principles of radar, so will the American consumer have to be taught the advantages and uses of these new developments. Advertising must teach in civilian language: Electronics must be translated into the jargon of the American buying public; its contributions to communications, culture and entertainment must be made evident. Advertising must convince American consumers that these new products have enormous value in civilian life.

8. New Homes. One of the biggest peacetime industrial opportunities is that which will come from the reestablishment of millions of homes. A sizable percentage of 30 million industrial workers and 12 million members of the Armed Forces will be setting up new homes.

Construction methods and materials will be considerably different. Materials such as plywood, light metals and glass will be used as never before. Developments in air conditioning, in lighting, in heating have opened up major new markets.

Likewise, all of these homes will need furniture, kitchen utensils, phonographs, radios, carpets, curtains, plumbing fixtures, and play rooms. Millions of people will be scanning advertisements for help in planning their furnishings.

9. Foreign Markets. America furnished more than half of all the Allied implements of war for use on battlefields all over the world. American-made trucks, guns, bullets, and Spam are almost as familiar to the Russian or Chinese private as to the Yank sergeant. The Icelandic trooper in the North used American products as did the French legionnaire in the Sahara.

This foreign trade will not stop. America has products which the rest of the world needs; the rest of the world has products which America needs. It is estimated that foreign business will amount to 10 or 15% of total business. America's foreign markets must be developed by means of advertising. The foreign trade expert must work hand in hand with the advertising expert. The two must integrate their knowledge, and develop well coordinated sales plans which will enhance this important foreign market.

10. Advertising Now Has More Room. Advertising agencies and advertisers will soon have room to turn around in. "Space rationers" are day by day returning to their pre-war jobs of actually selling their various media. Newspapers are getting fatter; magazines are off their diets; in general it is becoming more and more difficult for clients to dig up excuses for not running advertisements recommended by their agencies.

For all of these reasons, it is evident that advertising is faced with a boom regardless of the job quota finally established in Washington, regardless of how fast the reconversion problem is licked. Advertising is a prerequisite to peacetime progress.

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The business will go to the advertising agencies whose personnel are most keenly aware of the problems and opportunities at hand, and whose thinking runs along with the swift and exciting current of the times.

Moreover, advertisers must have a zeal for their mission. There must be no more doubts as to the place of advertising. It is an absolute necessity in both national and global economy.

You need THE PROGRESSIVE FARMER to complete your Rural Coverage

**COUNTRY GENTLEMAN** FARM JOURNAL CAPPER'S FARMER SUCCESSFUL FARMING Combined Coverage of White Farm Operators Coverage over 100% Coverage 50% to 100% Coverage under 50% Circulations from Publishers' Statements, December 31, 1944 **COUNTRY GENTLEMAN** FARM JOURNAL CAPPER'S FARMER SUCCESSFUL FARMING PROGRESSIVE FARMER Combined Coverage of White Farm Operators

You cannot afford to overlook the Rural South. Its cash farm income for 1944 was \$5,715,866,000 ... a gain of \$3,277,830,000 over its income for 1940. The South's average cash income per farm in 1944 was \$1933.

You add the Rural South to your market when you add The Progressive Farmer's nearly-a-million subscribers to your advertising coverage. The Progressive Farmer is the South's leading magazine. More Southerners will see your advertising in The Progressive Farmer than in any other publication.

The Progressive Farmer

Advertising Offices: BIRMINGHAM, RALEIGH
MEMPHIS, DALLAS, NEW YORK, CHICAGO
Pacific Coast: Edward S. Townsend Co., San Francisco, Los Angeles

NOVEMBER 1, 1945

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### Youthful Californians Pool Business Brains to Promote New Projects



"SPARE ABILITY" SOLD THIS FLASHLIGHT: A group of young businessmen with ability and time to spare formed a company which supplies brains for promoting business ventures. Their Rub-R-Lite enterprise has been quite successful. Sold in quantities to the Armed Services during the war, the flashlights are now going strong in the civilian market.

John S. Torrey and his associates are selling their "spare ability." One venture—the making of rubber flashlights for Uncle Sam—is now achieving healthy expansion as a result of demand from the civilian market. Their operation is unique in American business.

N Los Angeles, there is a saying about new enterprises. Old-timers maintain that a new business is like a three-legged stool: The legs are production, marketing, and accounting ability. If the venture has all three, it will stand a good chance; but if one leg is missing, it will have a hard time.

Not every new manufacturer has the know-how to supply all the necessary legs, and a lot of men who have this knowledge don't have their own enterprises. Such a group of young businessmen who felt they had ability and time to spare, and wanted to gain more experience, formed themselves into the Security Mutual Corp.—a business which supplies missing legs.

This unique corporation was started about six years ago by four young

men. Each agreed to pay five dollars a month for a common fund to buy, when a promising enterprise was found, a controlling interest or a partnership. Their idea was so good that other men wanted to join. They started an insurance agency and a building materials business, capitalized on the proverbial shoestring, but their combined abilities made both concerns profitable.

During the past three years, about 60 young men have worked with the associates. Many drop out when they discover they do not have sufficient time or ability and there are now 23 associates—a full house.

When William M. Lennan started manufacturing his Rub-R-Lite, an unbreakable flashlight cushioned in a rubber casing, a few months before Pearl Harbor, he needed money, and management and marketing ability. Essentially an inventor and production man, Mr. Lennan asked 28 year-old John S. Torrey, who had started his own firm after seven years with a national advertising agency, to step into the rubber flashlight business and see what he could do to expand it.

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As it happened, Mr. Torrey was a Security Mutual member and when he explained Mr. Lenan's product to the associates, they agreed to give it their personal and financial backing. Mr. Torrey was to become president and manage the company, Lennan Lights, Inc. He accepted, moved the factory to larger quarters, began the development of national marketing—and then came Pearl Harbor.

The Armed Forces were quick to see advantages in a rubber flashlight that could be dropped without breaking. Orders were placed by the Army Transport Service, the Coast Guard, the Navy, and the U. S. Maritime Commission. The Navy asked for a special "Life-Saver" model, which was developed, and actually saved the lives of thousands of shipwrecked men in the Atlantic and Pacific.

All through the war, the build-up for civilian customers was continuous, though modest, so that V-J Day brought no problem. Against a large backlog of civilian orders, deliveries were immediately diverted to civilian



"We have always operated along laboratory lines," says John S. Torre, "Money making has not been our object but our enterprises have made money."

instead of military channels.

"We have always operated along laboratory lines." Says Mr. Torrey. "First the beaker stage, then the pilot plant, finally the commercial scale. Money making has not been our ob-

SALES MANAGEMENT

ject-but all our enterprises have made money. Maybe money is the byproduct of efficiently managed business."

John Torrey is representative of all the Security Mutual associates. Now 32, he is not among Los Angeles business leaders who, around Christmas, are asked for their ideas about business next year. He is, like the others, a salaried man with energy and ambition.

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#### Each Has a Specialty

Each Security Mutual associate functions along the line of his spe-cialty, whether it be manufacturing, advertising, production, selling, or accounting. The associates hold many meetings, always one a week, often two or three, and thresh out all sorts of problems arising in business enterprises they have entered. H. J. (Hal) King, now the corporation's paid president, sets their sights high, giving them worth while targets.

The associates have found their typical enterprise to be much like the flashlight business, where an able man has proved his product sound, but needs other kinds of ability for full success. And despite what the oldtimers say, they find a really steady enterprise needs more than three legs. Their seven pillars of success are:

- 1. Administration
- 2. Finance
- 3. Product development
- 4. Production
- 5. Marketing and selling
- 6. Accounting
- 7. Personnel—employe and public relations

From the preliminary study of an enterprise, through its organization and expansion, many varied skills are used. The associates number men with different experiences in their specialties. In selling, for example, there are men engaged in consumer, jobber, industrial, agency, and other branches. Each business benefits by such diversified ability, and the associates benefit by dealing with new problems, and with one another.

#### SALES MANAGER

37—college—married—16 years ex-perience consumer and durable products - national scale-successful sales, marketing and promo-tional background — excellent con-tacts in electronic, radio and automotive fields—manufacturers, dis-tributors and chain. Seeks connec-tion with small, well financed company — preferably Midwest. Box 2209, Sales Management, 386 Fourth Ave., New York 16, N. Y.



 $\Gamma^{ ext{HE}}_{ ext{transition.}}$  entire marine industry is in a state of complete

An entirely new fleet of passenger ships will be needed to meet post-war competitive requirements. There will also be a need for shipbuilding in the period ahead to provide special types of merchant ships for special services. Reconversion, reconditioning and a heavy backlog of maintenance and repair to make good the ravages of wartime operations will add to the volume of marine activity.

Synchronize your 1946 sales campaign with this period of conversion through Marine Engineering and Shipping Review, the keystone for your post-war selling.

Descriptions of new types of passenger ships . . . thorough editorial treatment of new techniques and engineering developments . . . distinctively identify Marine Engineering and Shipping Review as the marine business paper of lasting editorial usefulness. Authoritative coverage of the basic developments in the marine industry is one of the outstanding features of its editorial service.

Long-term editorial reference value explains why this publication forms a part of the industry's library of working information . . . why it is consulted months and years after publication . . . and why permanent files of copies are kept for reference.

Marine Engineering and Shipping Review is the first choice of marine manufacturers to carry their advertising. In the first nine months of 1945 there were 2478 pages of advertising in this publication . . . representing an overwhelming 101 per cent margin of leadership in its field of display advertising volume.

Give Marine Engineering and Shipping Review a prominent part in your marine sales campaign.



#### A Simmons-Boardman Publication

30 Church Street, New York 7, N. Y.

105 West Adams St., Chicago 3 530 W. 6th St., Los Angeles14 Washington 4, D. C. 300 Montgomery St., San Francisco 4 4513 Roland Ave., Dallas, Tex.

Terminal Tower, Cleveland 13 Henry Building, Seattle 1



Sand-locked Boquillas, a Mexican town pictured in the recent Davis series on the Big Bend Country, shows his ability to search out just the right vantage point.

ies in "Do

# He persuaded a professor to polish a window

There are literally no lengths to which LIFE Photographer Myron Davis won't go to get the right picture.

Recently, while preparing the LIFE essay on the University of Chicago, he wanted to photograph President Hutchins against a through-thewindow background. So he prevailed upon a professor, who was helping him with the pictures, to clarify the background by washing the window behind The Prexy.

There are no heights he won't scale, either, to find the right camera point for a picture. He has been lifted aloft on the bucket of a crane, he has scrambled up steep hillsides thick with prickly pear and Spanish bayonet, and he has ridden a shaky ladder poised on the tail end of a jeep.

Myron Davis began his photographic career at the age of 15, with a 39-cent camera. By the time he went to college he was able to earn his way taking pictures for college publications and comanaging a photographic store. Now, at 26, he is a veteran of LIFE's photographic staff. He has spent nearly two years covering wartime Washington, and a year in the Pacific War theater.

Creative imagination to see the right picture in the mind's eye, and the talent and perseverance to capture on film what the mind sees . . . these are outstanding qualities of LIFE photographers like Myron Davis. And such qualities are in big part responsible for the fact that LIFE has 22,000,000 readers every week, more than any other magazine.





by and His Dog," Myron Davis's recent and memorable ries in LIFE, brought such ecstatic comments from readers "Doggone, what a boy!" and "O Boy, what a dog!"

NOVEMBER 1, 1945



St. Thomas Aquinas gazes down upon Gothic towers and gables from a niche in the Rockefeller Chapel Tower to which Myron Davis climbed to make this shot of the University of Chicago.

### Color Dynamics: New Management Tool For Boosting Industrial Efficiency

The Pittsburgh Plate Glass Co. has pioneered for years in research on the scientific use of color in industry. Scientists believe employment of color to promote productivity is a development certain to have wide applications in peacetime manufacturing and selling.

NE of the more interesting wartime industrial developments is the scientific use of color to promote efficiency and comfort. And, according to Pittsburgh Plate Glass Company's color scientists, it is a development certain to carry over and be expressed in peacetime production and selling fields. Accordingly, the basic principles of this color use are now being made available to these fields through a series of booklets published by the company's Paint Division.

Scientific Color use has been pioneered by Pittsburgh Plate Glass Co. For many years the company has devoted considerable time and attention to evaluating and putting to use the properties of the colors which the eye can see. As a result of this research it is now known that colors can be used to stimulate or depress. Some will help people to relax and be cheerful. Others will activate and invigorate them. Still others will set up irritation and physical discomfort.

Based on the facts developed during this intensive study, Pittsburgh Plate Glass has developed its new Color Dynamics. Wherever its principles are applied, the company reports, more work per man-hour and more hours per man result. Eye fatigue is reduced—and this lessons physical fatigue and absenteeism. Health of the workers is safeguarded... the number of accidents is cur-

tailed . . . efficiency of operation is improved . . . quality of production enhanced . . . morale is heightened, and the relation between employes and management becomes better.

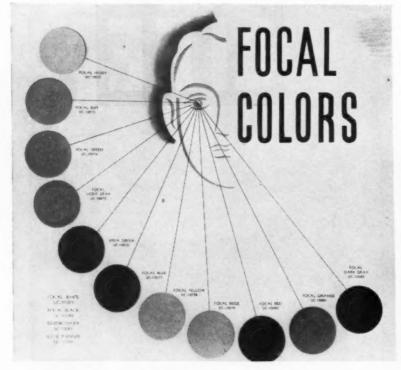
In essence, Color Dynamics is based upon principles somewhat similar to camouflage, but in application it is diametrically opposite. To camouflage an object, color is used to mislead, to hide, or to obscure; in Color Dynamics, color is used to highlight, to reveal, to emphasize, and to utilize. Basically, Color Dynamics seeks to adapt to, and improve for man-made surroundings the color harmony found in nature's pleasant color combinations. The first job of color in its application to machinery, for example, is to separate the critical from the non-critical parts and, where possible, to visibly divorce the critical parts from the material worked upon.

"Carrying this principle to machinery," Pittsburgh Plate Glass scientists point out, "Color Dynamics gives the critical or operating parts a color that comes quickly to the eye—a color that 'moves' in strong contrast to the stationary or non-critical parts of the machine. These are known as focal colors and include Focal Ivory, Buff, Light Green, Blue, Yellow, Beige, Red, Orange, Focal Light Gray, and Focal White and Black.

"The primary purpose of focal colors is, in combination with their com-

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FOCAL COLORS: Basis of the principles of Color Dynamics is scientific use of contrasting colors. Colors in this series are used with Eye-Rest Green to provide color combinations which are easy on the eyes.

THE EFFECT OF COLOR DYNAMICS is appreciated most on machines where close tolerance work is necessary. On this press Focal Ivory has been used to outline the essential parts while the background is in Eye-Rest Green, eliminating a large percentage of nervous eye strain.





Mr. Ronald W. Price, Sales Engineer for the Norton Company, (on the right) is describing the advantages of their new Diamond Wheel to Mr. A. G. Evans, Purchasing Agent of Chase Brass & Copper Co., Waterbury, Conn.

### The Direct Line to Sales—The P.A.

"The Purchasing Agent is a mighty important factor in grinding wheel purchases", says Ron Price, abrasive engineer for Norton Company. "Large plants have many grinding jobs and the P.A. is responsible for getting the right wheels from the thousands of combinations available. An abrasive engineer's job is made easier, too, when he reaches the production man via the P.A."

This statement from an experienced sales engineer is typical of the field experience of men who sell industry. Telling your story to the P.A. saves time, for he speaks your language and knows the short-cuts.

Advertisers can make it easier for their salesmen by

pre-selling their products or services, however technical, in PURCHASING, the P.A.'s own magazine. Your advertisements will be in good company, among those of smart advertisers who know the magazine most welcome in the centralized purchasing departments of this country.

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To get the facts, write PURCHASING, 205 Èast 42nd St., New York 17, N. Y.; 333 N. Michigan Ave., Chicago 1, Ill.; Leader Bldg., Cleveland 14, Ohio; Duncan A. Scott & Co., West Coast Representatives, Mills Bldg., San Francisco 4; Pershing Square Bldg., Los Angeles 13, Calif.



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plementary colors, to focus the worker's attention exactly where it should be, on the object being produced, with the least possible effort on the eye muscles. As the critical machine part must move forward the non-critical parts must drop back. The widely used machine gray does this to a certain extent, but is in itself a depressing, morale-lowering monotone. After careful study and research a receding color known as Vista Green has been developed for the body of the machine. No other color has such a relaxing and soothing effect on the human eye as has green and yet it does not in any manner suggest depression. The widespread use of green in fields and forest suggest life, joy, and relaxation. When nature is depressed she cloths herself in dank, dark gray shrouds of rain,

fog, or mist.
"Various colors were developed for treating the walls, ceilings and other plant surfaces. Among these are Cascade Blue, used ordinarily on ceilings to make them appear to recede, shades of green possessing the same qualities as Vista Green but less intense. A light Dixie Gray is used for floors,

particularly in assembly rooms, and a special white has been made available.

for floors in large aircraft plants.
"Work benches in assembly rooms can be treated in much the same manner as machines with the color scheme being dependent upon the type and the color of the material worked with. While the best results are obtained by painting the plant, the machines. and work benches in the same general color scheme, individual treatment of any separate unit affords improvement. Many of the present large Color Dynamic applications such as at the Allis-Chalmers Co., Jack and Heintz, or Consolidated Vultee Aircraft began with the treatment of only a small area, later spreading through-out entire plants."

According to Pittsburgh Plate Glass color engineers, the colors which are visible to the naked eye comprise only a small portion of the entire color spectrum. The electro-magnetic spectrum consists of approximately 60 to 70 color octaves. Visible light comprises only a single octave.

#### Wave Length for Each Color

Each of these colors-visible and invisible—has its own wave length. Wave lengths of the visible spectrum range from a 16 millionth of an inch to a 32 millionth. As light travels at a speed of 186,000 miles per second, a tremendous number of waves of any given color enter the eye each second.

Effect of colored light upon muscular activity has been measured dynamometrically. In ordinary light, this muscular activity was found to be 23 units, on an empirical scale. Under blue light it increased to 24 units; under a green to 28, to 30 under yellow light, and to 25 and 42 units, respectively, for orange and red light.

Other tests have been made to show that subjecting a person to a given color for five minutes, caused definite variations in physical activities, memory and mental work. It is from researches such as these that Pittsburgh Plate Glass Co. has built up a fund of knowledge upon which it has based its system for the use of color.

Pittsburgh Plate Glass officials say that the success with which war plants made color actually work has prompted many inquiries from production, distributing, service and selling fields. And this interest has in turn prompted the company to make available the basic principles of scientific color use to other fields by publishing a series of booklets which detail the application of the scientific use of color to various types of businesses.

There are six booklets — all available upon request, from the Color



### Born of Our Wartime Experience

With the nation engaged in all-out war, transportation became a factor of dominating importance. Every form of shipping was summoned into action. Railway Express, equipped to deliver nation-wide service in peacetime, was suddenly called upon to use its complete resources in equipment and organization to cope with the most pressing demands in history. During the first six months of 1945, the Government express traffic was 42 times heavier than for the entire year of 1939.

Gun, Tank and Engine Parts, Serums and Drugs... Urgent and strategic materiel had to move speedily and accurately, and in tremendous volume. At the same time the fast and uninterrupted flow of raw materials and finished products to and from manufacturing plants was a wartime essential.

Camp and Base Express Offices...The personal package traffic between homes and camps meant millions of shipments daily. Fully equipped Express offices handled this important feature of wartime service.

Blood Units... High speed handling and special refrigerator containers saved thousands of American wounded. Over 8 million pints of blood were shipped in this manner by Express.

Ration Books and Tokens... More than  $2\frac{1}{2}$  million pounds of ration books, and ration tokens by the billions were delivered to their destinations through

Vicr Dogs for the K-9 Corps... The highly technical service of handling and shipping the nation's war dogs was assigned solely to Railway Express, and performed with signal success.

The above is a partial summary of wartime Express service. Today, with the return of peace, we are adding to our facilities all of the lessons learned in that historic period. We appreciate your cooperation and tolerance during the wartime days. We promise, in the not too distant future, a service superior to any we have rendered during our long nation-wide record.



# YESTERDAY

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Tobacca advertising of "yesterday" is typically represented by this Van Dyck advertisement which appeared in the Cincinnati Times-Star of November 9, 1928.

In the years 1928–1940 MORE Cincinnations were reading in the Times-Star MORE advertising of MORE national tobacco advertisers than in any other Cincinnati newspaper. There appeared in the Times-Star a total of 3,195,138 lines, more than any other Cincinnati newspaper, daily or Sunday.

TODAY

and TOMORROW

Tomorrow, with more tobacco products available to Greater Cincinnations, the Cincinnati Times-Star will continue to be first in the rich \$500,000,000 stable Cincinnati market.

During the war years Cincinnations have been reminded of the brands of their choice by national tobacco advertisers, placing the Cincinnati Times-Star first during the "ration" years 1940-1945:

CINCINNATI TIMES-STAR ......563,123 lines

Other evening paper..........483,439 lines

INCINNATI TIMES-STAR

WKRC

FILS AND DAIL

ADVERTISING

HULBERT TAFT, President and Editor-in-Chief NOVEMBER 1, 1945

NEW YORK: 60 E. 42nd St.

CHICAGO: 333 N. Michigan Ave.

WEST COAST REP.: John E. Lutz, 435 N. Michigan, Chicago

Sponsored by General agar Co. INC.

[73]

Engineering Department, Pittsburgh Plate Glass Co., Pittsburgh:

1. Color Dynamics in Industry—This 24-page, full-color illustrated booklet states in its opening discussion that there are three basic objectives of scientific color use: (a) to promote continuity of employment; (b) to improve efficiency of operation; (c) to maintain quality of production. Illustrating how color helps to decrease absenteeism, reduce injuries, and promote better morale, the booklet states: "The morale and efficiency of industrial workers are drastically affected by certain physical

conditions under which they work. Continued eye-strain leads to nervous tension and causes unnecessary fatigue. Drab, cheerless surroundings encourage mental depression and make every job seem much harder."

One of the highlights of the industrial color booklet is the section of four pages in color illustrating the progressive steps in transforming a dismal, gray factory building into a morale - building, efficient working area. The first illustration shows an example of the average shop finished in its dull gray. The second shows how painting the machinery in eye-

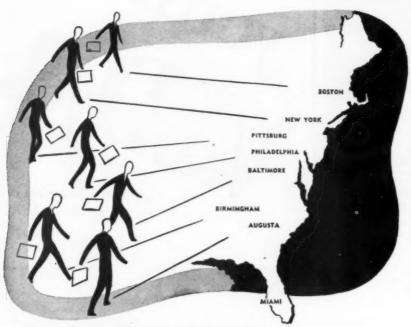
rest and focal colors adds a note of brightness. In the next picture partial color painting of the floor and walls of the factory add efficiency, and the last picture shows what miraculous changes color can bring about. Detailed discussion on choice and use of focal and eye-rest colors for various machines and shops is also included in this booklet.

2. Color Dynamics for Automobile Sales and Service Departments-This booklet points out that many automobile manufacturers, knowing of the vital help color has been in production, have already made plans to use the same basic power and energy for their peacetime operations. Already some of the leading automobile producers have made plans for scientific color styling of their dealers' show rooms and service units. In this work, the Pittsburgh Plate Glass Co. has cooperated by helping to produce various booklets showing how the energy of color can be used in sales and service departments. Among those engaged in this work are Chrysler, Studebaker, Nash, and Hudson.

The booklet reproduces letters from various automobile dealers expressing their appreciation of the definite benefits from scientific use of color. It also includes color samples and suggestions for sales rooms, service rooms, parts rooms, general offices, customers' lounges, locker rooms, rest rooms, showers, reception and waiting rooms. There is also a full page devoted to Painting Procedure—preparing, priming, and finishing interior surfaces.

3. Color Dynamics for Offices, Hotels, Clubs and Restaurants - This booklet outlines how the scientific use of color can help the businessman. When applied to offices, stores, hotels, clubs, or restaurants, the use of color will, the booklet states, (a) build customer good-will and increase institutional prestige, a very important factor in the highly competitive days ahead; (b) safeguard the health of workers and patrons by inducing better housekeeping and care of the equipment; (c) reduce nervous tension of employes and thus provide the means for rendering better service to the public.

"The impression of business," the booklet states, "which outsiders form, consciously or unconsciously, is influenced largely by the appearance of the office, the store, club, or dining room. If these places are cheerful, attractive, and efficient looking, they tend to inspire a feeling of trust and confidence, so essential to any type or business dealing directly with the public." The new booklet outlines in



# We Can Cover This Coast for You NOW

Specially trained men of McAleer—all seasoned salesmen—are ready to give you efficient product distribution now in any part or all of the Eastern seaboard. No sales management problems of manpower, training or transportation are involved. If you have a new product in the housewares field or allied with it, you will find the selling experience and thorough market knowledge of these men invaluable. All of them already have established contacts with leading department stores, hardware stores and other important outlets from Maine to Florida.

E. J. McAleer is one of Philadelphia's oldest and largest distributors of housewares—including Pyrex and O-Cedar products. We welcome your inquiry for additional information about how we can help you. No obligation. Your inquiry will be handled in confidence.

In peacetime, in addition to being a leading distributor, E. J. McAleer & Co., Inc. make metal kitchen and wall cabinets.



# MCALEER

1422 N. 8th Street PHILADELPHIA 22, PA.



### ... for want of a Sale...Tim Baker lost a Job

Bonanza markets . . . no sales resistance . . . little reason to support sales effort with advertising . . . this was the thinking that cost Tim Baker a job.

Tim's company was not in tune with the times. His boss failed to realize that so-called "bonanza markets" stem from his own diligent effort, and the efforts of thousands of other businessmen, to make more people want to buy more merchandise than ever before.

Results: drop in sales . . . increased selling costs . . . and eventually no place in the organization for a young fellow like Tim Baker.

Maybe this won't happen-maybe it will.

NATIONAL ADVERTISING DEPARTMENT - 230 PARK AVENUE - NEW YORK

Today the accent is on SALES. Not only must there be more selling-but every successful method of selling through advertising or any other means must be used to its fullest extent.

Newspaper advertising has a definite place in every well rounded sales program. Why? Because year after year retailers-who measure advertising by the sales it creates-place the lion's share of their advertising dollar in newspapers. A pretty good reason for saying newspapers are a logical medium for profitable sales.

Don't minimize your selling program. Remember that sales mean production . . . production means jobs . . . and jobs are our surest guarantee for peacetime prosperity.

CLEVELAND . . . . . . Press PITTSBURGH . . . . . . Press SAN FRANCISCO . . . News

CINCINNATI . . . . . . Post KENTUCKY . . . . . . Post Covington edition, Cincinnati Post INDIANAPOLIS. . . . . Times KNOXVILLE . . . News-Sentinel

BIRMINGHAM . . . . . Post MEMPHIS . . Commercial Appeal MEMPHIS . . . Press-Scimitar

HOUSTON . . . . . . . Press FORT WORTH . . . . . Press ALBUQUERQUE . . . . Tribune WASHINGTON . . . . . News EL PASO . . . . Herald-Post

CHICAGO SAN FRANCISCO DETROIT MEMPHIS PHILADELPHIA

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detail how the businessman can employ the power and energy of color to help him in his work. Fifteen pages of illustrations show a few of the many attractive color combinations possible with use of these scientific principles. Two full pages are devoted to suggested color combinations for ceilings and walls.

4. Color Dynamics for Hospital and Institutions — Hospitals, this booklet states, were the first to apply scientific use of color. Color use in hospitals was the immediate predecessor of the principles of color dynamics for in-

dustry and elsewhere. "Scientific use of color," the booklet points out, "can accomplish three important goals in hospitals: (a) Color's purposeful use can serve those who are suffering physically and mentally. Colors of the right kind and in proper combinations, exert a profound influence upon the brain and nervous system of patients. Various colors are given definite functions to perform in the field of Color Therapy. (b) Color can be used to improve the physical appearance of hospitals and institutions, inside and out. Appearance encourages confidence and respect in institutions

as well as in individuals. (c) Hospitals not only serve as temporary homes for the patients, but also as permanent places of occupation and abode for the staff of professional workers and other employes. The efficiency of these employes may be improved and kept at its maximum level.

Fifteen full-color illustrations plus descriptions of all types of rooms, ranging from entry halls to fever therapy rooms, offer proven suggestions as to what colors and color combinations will do the best job.

5. Color Dynamics for Schools-This is a 24-page booklet which has been prepared to aid those in the educational field to discover how to accomplish the proper atmosphere in school rooms. "The correct and adequate lighting of a school room," the booklet points out, "involves not only the careful designing of the lighting system, the size and type of windows providing for natural illumination, and the size, type and number of fixtures for artificial light distribution. but must also provide for the proper reflection of light from the wall, ceiling, and trim areas of the room, if direct lighting has been used, and for proper diffusion of illumination if indirect lighting is used."

The booklet details how the power and energy in color can be used in all types of rooms and areas ranging from corridors to laboratories, and contains detailed specifications and illustrations of actual school installations. It also contains valuable information on the placement of colors and how to determine the value of colors.

6. Color Dynamics for the Home—How color can be used to make the home more beautiful and useful is the theme of this 24-page, four-color booklet. The objectives of Color Dynamics in the home, it points out, are (a) to provide color arrangements that build morale and renew energy, thereby increasing happiness and contentment of the family; (b) to promote safety and sanitation, thus providing for the family's health and welfare; (c) to assure color combinations in good taste and great beauty and make the home a more pleasant place in which to live.

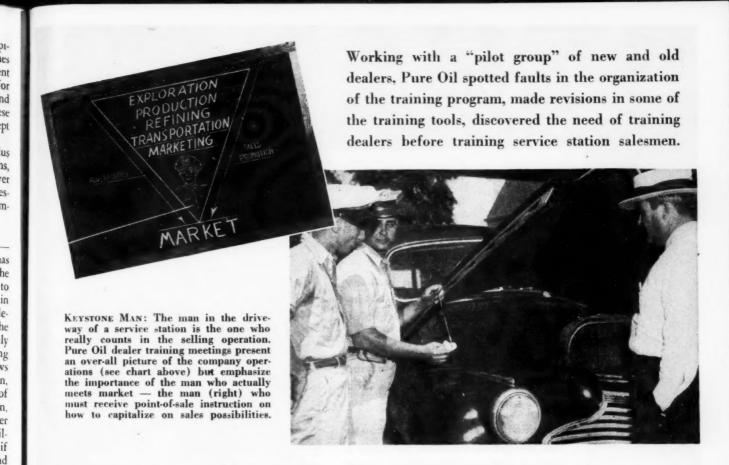
Over 40, full-color illustrations in the booklet serve as guide-posts for the home owner who is planning modernization or decoration. The pictures show how color can be used on both exterior and interior to "change" the shape of the house or the room. Also included in the booklet are directions for choosing color combinations and the best methods of surface preparation and application.

WORCESTER'S OWN NAGAZINE

Search the nation for a newspaper magazine to equal the Worcester Sunday Telegram's Feature Parade in local appeal or reader interest. Worcester people and Worcester events in 7 out of every 10 pages. Its 90,000 copies each Sunday leave a huge wake of popularity and an ever growing list of volunteer testimonials from cover to cover readers. When a Worcester survey analyst, or a hobbyist, or a home basement war production business is "feature paraded", those people receive a swarm of phone calls and letters of congratulations. Feature Parade offers you full local color, in atmosphere and printing ink — an outstanding medium in a major market.



OWNERS of RADIO STATION WTAG



# How Pure Oil Pre-Tested a New Dealer Training Course

BY W. P. MARQUAM

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Sales Promotion Manager Pure Oil Co. Chicago

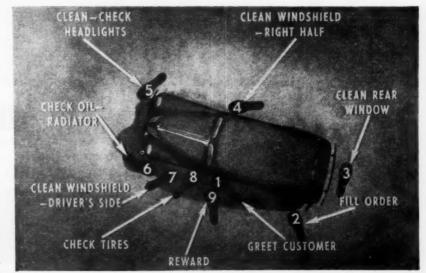
NLY a few weeks ago Pure Oil Co. finished the rough draft of a new dealer training program. It called for a series of 12-hour courses designed primarily to meet the needs of new service station salesmen.

Based on far-reaching field research, and supplemented by a great deal of checking, the program involved the use of sound slide films, charts, and other visual presentations. It looked like the real thing—on paper. But would it prove to be the kind of thing our dealers wanted?

We decided to test it in the field before going ahead with finished training tools and materials. As a result, we were able to incorporate many improvements and iron out many a rough spot that otherwise might have posed a problem.

For our test group we selected four new dealers (new within four months) and seven old-time Pure Oil dealers. The 184 years of experience, represented by the veteran dealers and the three participants from the home office, served as an excellent gauge for testing the course from a "keepit-practical" standpoint. The reactions and constructive suggestions of the new dealers kept the viewpoint fresh.

The 12-hour course was packaged into six two-hour meetings. Originally we had planned to hold the last meet-



VISUALIZING THE SELLING JOB: Steps in proper driveway service routine are demonstrated on this wall chart at Pure Oil training meetings. A pocket-size replica is distributed to dealers for ready home reference.



der

ing on a service station driveway. When the test proved that the fourth and fifth meetings on the driveway followed by the final session in a class noom was more effective, we incorpo-

nted this change.

In training men to give proper car service, and to observe and fill their customer's needs, we discovered it wasn't practical to attempt to cover the sales approach on a number of different products in the limited sixmeeting time. The test session proved the wisdom of doing a thorough instruction job on our one most important product instead of skimming hurriedly and ineffectively over many products and services. Now we spend the available time training and instructing students in proper sales approaches, under different circumstances, on our motor oil, as this product offers us the greatest gasoline island sales potential.

Fortunately, none of our training material was in completed form. We used test prints and pressings of the six sound slide training films. No rerecording was necessary, although we did make a number of pictorial improvements. For example, none of us had noticed that an oil breather cap had been laid on an automobile fender without a clean rag underneath it, but the dealers spotted it in a hurry. Such items seem petty but they're mighty important. You've got to have everything right, particularly when an initial cost of nearly \$50,000 for props and materials is involved, plus thousands of dollars in salaries and expenses of the 30 zone trainers who will present the course to dealers and their helpers.

#### Revisions Where Necessary

We found we had to increase the size of the charts so that 15 men sitting around a conference table could see every word and illustration clearly. As a result of dealers' comments and suggestions many revisions were made on check lists, test questions and pocket size hand-out cards. All these originally had been prepared in mimeograph or in rough print form.

Regular, prompt attendance at training meetings is usually a problem. Our first meeting was no exception. In spite of the local manager's efforts, dealers straggled in up to a half hour late for the first session. This gave us an opportunity to check our plan for prompt attendance at the rest of the meetings.

We pointed out that their time as well as ours was valuable. We gave our word that every meeting would end in exactly two hours if they would all arrive on time. To add interest in punctuality we offered a prize award. Each dealer was given a slip to sign each time he arrived on time for a meeting. All slips were put in a bowl for a drawing at the end of the final meeting. The oftener dealers had been on time the more chances they had of winning attendance prizes. We used cash prizes of five, three and two dollars for the test, and later plan to use merchandise awards. Our scheme worked. During the remaining five meetings only two dealers came in late, and they were not more than two or three minutes off schedule.

#### First Meeting May Tell

We exercise no control over our dealers or their help. This incident from the test shows why our training material must be compelling and interesting. One of the dealers, who had recently taken over a Pure Oil Station after 20 years with a competitor, told it to us after the final meeting. He said he had agreed to attend the first session but had planned to open up for business and skip the rest of the meetings if the first one wasn't worth while. We were sorry he was so short of help that he had to close his station while attending meetings. However, we were glad he found the meetings interesting enough to show up promptly for all of them.

Our meeting schedule was well received. The first one was scheduled for 10 A.M. but didn't get started until 10:30 A.M. It continued until 12:30. Lunch was served and the second meeting ran from 1:30 to 3:30 P.M. We stayed on schedule the next two days with meetings from 10 A.M. to 12 noon and 1 P.M. to 3 P.M: Men are more alert and can absorb more during the daylight hours than they can at night when they are tired out

after a long day's work.

Dealers were enthusiastic about having their help attend basic training meetings. They also expressed willingness to pay their help while they attended.

Subjects covered were:

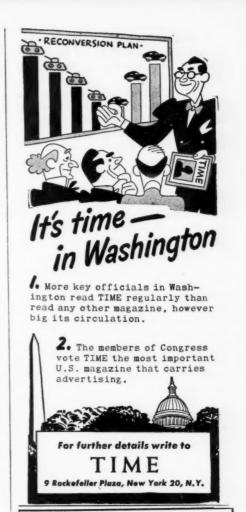
1. Complete explanation and picture of company's operations, including exploration, production, refining, transportation, and marketing.

2. Fundamentals of successful Service Store operation as related to any successful retail store operation.

Detailed explanation of the importance of proper personal and service store appearance and cleanliness.

Explanation and demonstration of proper driveway service routine.

5. Explanation and demonstration of sales opportunities that are developed through proper driveway service routine.



### JUST OUT

"Ale With a \$2,000,000 Flavor"

See the current issue of our promotion piece, *Food News* for the picture story of how \$2,000,000 worth of equipment is used in a modern brewery. (Over \$7,000,000 is invested in the brewing industry.)

This is just one branch of America's largest industry—food processing. Food Industries magazine reaches the 12,000 plants that process 85% of the nation's food.

You should know this vast market. The pictured tours through typical food plants we are running in *Food News* will show you your equipment and your competitors' at work in them. They may show you new sales opportunities now. Send for your copy, today.

#### FOOD INDUSTRIES

ABC A McGraw-Hill Publication ABP
330 W. 42nd St. New York 18, N.Y.

 Detailed analysis of various motor oil sales possibilities on the driveway and how to sell motor oil in each case.

7. Explanation of where service store salesmen can get all information to do proper selling and servicing job on the driveway. This refers to our Pure Chek-Chart, Chexall, and other reference material that is available.

Of all the observations resulting from the test, we think this one the most important: Although the basic training course had been prepared primarily for new service station dealers and salesmen (the dealers' help), it is extremely important that dealers, old and new, attend the six basic training meetings before the course is given to their help. We can't tell old timers we want them to come in for more training, but we can sell them on the importance of coming in to see for themselves what we offer to their help. This will benefit us in three ways:

1. Veteran dealers will receive a "refresher" in proper attitudes and methods of service station operation. Dealers who attended test sessions admitted this.

2. Dealers who appreciate the value of the training course, will see to it

that their help attend meetings.

3. Dealers will know what we are going to teach their help. They will be able to follow through and check up to make certain their help give proper island service and use the right sales approaches.

sales approaches.

The follow-up, mentioned as point three above, will make our basic training pay off. We think the program would represent a waste of time and money if the dealers themselves were not trained first. In 12 hours of training only the basic fundamentals of proper attitude, proper service and correct sales approaches can be touched upon. These principles must be developed and refined in on-the-job practice. The dealer and our sales representatives must do the follow-up. This means they must be trained first.

#### Trainers Get Trained Too

Because dealers and our sales representatives must be sold on basic training, we have set up a program for "Training the Trainers." We realized this was necessary when one of the dealers attending the test said that he had benefited from our basic training because it had been conducted by experts. This dealer pointed out that the effectiveness of the course would depend largely on the skill

of the trainer. This comment stressed the necessity for recruiting the right trainers. Properly trained, trainers should be adept at making the course interesting, holding attention, encouraging audience participation, and properly using J. I. T. principles in teaching the service routine on the gasoline island.

John Dillon, formerly in charge of teacher training at Indiana University, is now working with us as a parttime consultant on training. Under his guidance, and with the help of our four field sales promotion and training managers, we shall conduct our first "Train the Trainers" con-ference late this fall. An important part of this conference will be a 10hour Pure Oil version of Job Instruction Training. This will be included because our trainers must know proper training technique. We shall present the basic training course to these men—not more than eight or ten men in one "Train the Trainers" conference. They'll each have an opportunity to practice giving basic training until they can practically do it with their eyes closed.

We are well aware that our 12 hours of basic training is only a beginning. However, results of our test show that we are on the right foot.

# FIRST IN AMERICA



DAILY

SUNDAY

112,000 120,000

No newspaper in America, morning or evening, published in a city of comparable size has a circulation equal to that of The Charlotte Observer.

The average circulation increase of ALL newspapers in the U. S. since 1920 has been only 66%. The Observer has had an increase in circulation of 460% for this period.

THE FOREMOST NEWSPAPER OF THE TWO CAROLINAS

# The Charlotte Observer

CURTIS B. IOHNSON, PUBLISHER

CHARLOTTE 1, N. C.

Susie's BIG THREE Susie has her own Big Three! 1. Charm discovered her ter. rific needs and potentialities .... took Susie, the BG\*, under its wing ··· became her true friend, her very own magazine. 2. Manufacturers ... now design fashions exclusively for Susie . . . cut to her measure, her tastes and her budget. 3. Stores ... acknowledge Susie as America's Best Customer . . . feature fashions especially for her in efficient BG\* shops. In September, the Big Three again Paid America's business girls national tribute with a sensational promotion, "On With The Job.", Now, Susie and her nine million sisters look to a confident future with the Big Three ... knowing that Charm will always tell them what and how and where to buy.

# CHARM

The Fashion Magazine for the Business Girl

122 East 42nd Street New York 17, N. Y.

BUY VICTORY BONDS!



All concerned—the shopper, the retailer, the manufacturer of the product—have good reason to endorse the advantages of Du Pont Cellophane packaging.

The shopper can choose with her eyes. That's the way she likes to buy. (In a survey made under normal peacetime conditions, 90.8% of the housewives questioned said they preferred transparent packaging.) The thrifty shopper will look for value—and she'll see it in Cellophane.

The retailer can get rapid turnover. He knows from experience how sparkling Du Pont Cellophane stimulates sales...how well it safeguards the freshness and flavor of products on his shelves. The manufacturer secures packaging economy. Du Pont Cellophane helps cut distribution costs . . . permits more value to be passed on to the shopper. It gives genuine packaging economy—transparent protection at lowest cost.

Now that the war is over, we hope there will soon be sufficient Du Pont Cellophane to enable our converters and ourselves to meet your requirements. Write for the booklet, "Help Yourself," to guide you in your package planning.

E. I. du Pont de Nemours & Co. (Inc.), Cellophane Division, Wilmington 98, Delaware.

BUY BONDS REGULARLY



Shows what it Protects—at Low Cost

BETTER THINGS FOR BETTER LIVING ... THROUGH CHEMISTRY





### DESIGNING TO SELL

(Captions read clockwise)

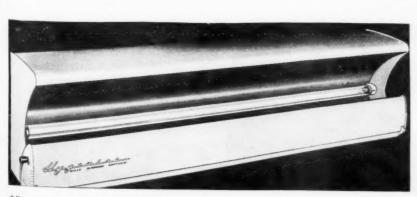
TOASTMASTERS ARE BACK: After waiting three years distributors are receiving the first peacetime Toastmaster 2-slice toasters from Toastmaster Division, McGraw Electric Co. Streamline designed, the new model features, among several other things, an improved flexible timing device.

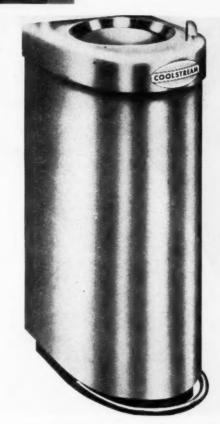
RADIO FOR RURAL AREAS: A table model radio especially designed for consumers in rural sections is being featured in the initial peacetime line of RCA Victor home receivers. The new battery radio is convertible to line power by plugging in the RCA "Electrifier," an automatic converter.

CABINET IS REMOVABLE WITHOUT TOOLS: Coolstream Corp., New York City, is introducing a line of electric water coolers which feature a one-piece stainless steel cabinet and one-piece stainless steel top. They are said to be the first water coolers with a foot pedal which can be operated from the sides as well as the front. They also provide sanitary protection against water from the mouth returning to the jet. Powered by Kelvinator. There is also a bottle-type cooler with a fully enclosed bottle.

DISNEY DOLL PATTERNS: Some of Walt Disney's most loved characters appear in the new line of doll patterns, appliques and transfers which the Simplicity Pattern Company, New York City, is stressing for the holiday trade. Mickey, Minnie and Pluto and the Three Little Pigs are among those featured as well as Bambi, Thumper, Dumbo and Donald Duck.

HEALTH CONSERVING UNIT: The Hygeaire is said to kill air-borne bacteria and viruses coming within the zone of irradiation at distances as great as 35 feet from the unit. Hygeaire units, designed by Wilbur Henry Adams for the American Sterilizer Co., may be surface-mounted on the wall, flush-mounted in the wall or suspended from the ceiling.







NOVEMBER 1, 1945

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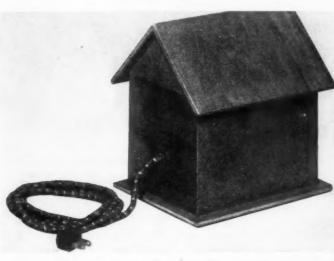
## It's a Packaged Program that Steps Up Sales for Baldwin-Hill Dealers

One of the five largest producers of insulation rockwool, Baldwin-Hill Co. believes in simplifying the dealer's problems. The "Advertising and Sales Help Manual" shows the B-H dealer how to use and time his advertisements and promotional pieces, how to build good-will, how to train his staff to do a really efficient selling job.

Based on an interview by Terry Armstrong with

#### GRAHAM ROHRER

Advertising and Sales Promotion Manager Baldwin-Hill Co. Trenton, N. J.



DYNAMIC SALES TOOL: One half of this model house is insulated. Within a few minutes of being plugged into an outlet the uninsulated (right) side becomes hot. Other side remains cool. Baldwin-Hill makes a substantial allowance toward the cost of painting blowing trucks according to approved designs.

sales aid. For his convenience the various advertising and sales helps offered by Baldwin-Hill have been placed under one cover for ready reference. In loose-leaf binder form, the book contains samples and illustrations of the pieces available along with suggestions on how to time their use. A franchised applicator's use of all or any part of the advertising and sales promotional set-up is entirely optional. However, attesting the value of the program is the fact that B-H applicators have gone for it practically 100%.

Right in the foreword of the volume the company advises that to be successful any advertising or sales promotional program must be carefully planned and adequately followed up. The applicator is told to avoid large, general mailings that cannot be followed up efficiently. He is reminded that more frequent, small mailings will bring better results. He is also warned against expecting too great results immediately and is in-



N an industry that has long been conscious of the importance of strong dealer relationships, Baldwin-Hill Co., Trenton, N. J., rockwool insulation manufacturer, is an example of how a consistent, well defined attitude towards its dealers can accelerate its growth.

Within just 10 years of its establishment, Baldwin-Hill has become one of five biggest producers of insulation rockwool. Product quality and a farsighted, practical policy of actually helping its applicators (dealers) to sell more insulation jobs and thus to enjoy greater dollar returns have been major factors in the company's success.

During the past two years the company has been devising and employing a program which permits even closer cooperation with its 150 franchised applicators — the majority of whom are located east of the Mississippi—

and their 1,000 salesmen. Of these applicators, approximately 30% are in the insulation business exclusively. The largest group of the remainder have roofing and siding as their principal allied lines. Others are fuel oil or coal dealers, heating and/or air conditioning equipment distributors, and in a few cases, hardware retailers.

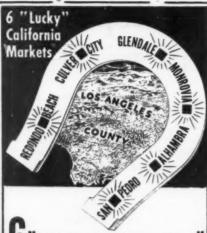
The program, as it is designed and operated, performs a double service: (1) It not only makes available to the applicators topnotch sales helps, advertising and public relations materials, but it also shows them how to utilize them to the maximum advantage; (2) it assists the applicators in the vital task of training their salesmen to do an outstanding job.

A Baldwin-Hill applicator need never be at a loss as to what he can expect in the way of company cooperation. Neither need he ever be at a loss about when and how to use a formed that it's consistent promotion that pays dividends.

The volume which is called the "Advertising and Sales Help Manual," assures the applicator of a wealth of cooperation in establishing his insulation business's and his product's identity. Letterheads for his insulation business correspondence are available without cost and business cards likewise are supplied for him and for the members of his sales force.

A classified display advertisement featuring the applicator's name and address is inserted in his telephone book and paid for by Baldwin-Hill.

Other items that are supplied absolutely without charge are standard insulation forms, copies of "Performance," the publication of the National Mineral Wool Association, and copies of the company's magazine, "The In's of Insulation," which is published in the interest of all Bald-



# **6** Golden Horseshoe Newspaper Cities

Experienced merchandisers know that to secure complete distribution and sales in Los Angeles County—now the 3rd U. S. Market—that full advertising schedules should be run in all the daily newspaper towns in addition to the space placed in the metropolitan papers.

The 6 daily newspapers of the \*S-C-A-N GROUP provide separate home town markets with a population of 258,858 and

#### \$150 MILLION RETAIL SALES

(Sales Management's 1943 Estimate)

To help make each campaign a complete success, every paper in the S-C-A-N GROUP delivers a genuine, personal and uniform Merchandise Service.

Get Complete Details from our Representatives:WEST-HOLLIDAY CO.

#### \*S-C-A-N GROUP

(The Copley Daily Newspapers)
in Los Angeles County

1 ALHAMBRA Post-Advocate
2 CULVER CITY . Star-News
3 GLENDALE . . News-Press
4 MONROVIA . . News-Post
5 REDONDO . . . . Breeze

SOUTHERN CALIFORNIA ASSOCIATED NEWSPAPERS

6 SAN PEDRO . . News-Pilot

510 S. Spring St., Los Angeles 13, Cal.



"Isn't it wonderful to get back to full peacetime production?"

win-Hill applicators. All B-H applicators are urged to send in items for inclusion in this latter publication.

Baldwin-Hill also gives its applicators a supply of imprinted "Certificates of Insulation." This makes an ideal public relations piece for the applicator because when he sends one to a customer at the billing he gives that particular home owner a permanent record that can be used in future transactions with his property.

If the applicator desires to employ the B-H Home Insulation Profit Sharing Plan, the company sends him a free supply of imprinted Profit Sharing Bonds. The Profit Sharing Plan is an incentive method of obtaining prospects from people whose homes the applicator has insulated. It offers \$5 for each prospect who contracts for an insulation job within 90 days after his name has been submitted.

In addition, the B-H authorized applicator may have, absolutely gratis, three-color job signs with his name imprint. These signs when erected at the site of an insulation job identify the applicator and open a new source of inquiries from nearby residents.

Display cards with a markedly humorous appeal are sent to the applicator, without charge, upon request. One features the tough character, Heat Loss Harry, alias "The Chiller" and the other features the summer marauder, Hot House Horace, alias "Sleepless." These cards are for use in banks, hardware stores, real estate offices, etc., giving the applicator additional points of display—an important factor inasmuch as his office and warehouse is most often out of the center of the town.

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Samples of B-H rockwool are packed in attractive boxes and are shipped to the applicator without charge. He has only to turn to his Advertising and Sales Help Manual for suggestions on how to use them effectively.

Besides all these sales helps, Baldwin-Hill also supplies many others—some at a nominal cost and some on a cooperative basis. For instance, realizing the importance of the blowing trucks for advertising purposes, the company makes a substantial allowance toward the cost of painting the trucks, according to approved designs.

The Sales Help Manual points out the advisability of demonstrating the blow torch test on the rockwool samples and stresses the fact that every salesman should be equipped with a torch to show the fire-resistant qualities of B-H rockwool. For this reason



FOR BLOW-TORCH TEST: An easily operated torch that attains a heat of 1400 degrees is available to B-H applicators.

the company makes available to its applicators a compact, easily operated

torch that develops a heat of approx-

imately 1,400 degrees.

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Other selling tools which are made available to the B-H applicators are the patented Demonstration House and the B-H window displays. The demonstration house model, fondly referred to as the "Dog House" by many B-H applicators and their salesmen, is constructed of plywood, with one side including half the roof, insulated with B-H black rockwool behind a mica sheet. An electric filament heats up when the unit is plugged into a standard home outlet. In a minute or so the uninsulated side becomes so warm one can hardly hold his hand against it. The other side remains cool. Experience has shown that this vivid demonstration of heat loss is one of the most dynamic and time-saving sales tools an applicator and his salesmen can use. The Sales Help Manual furnishes the applicator with a guide for the most advantageous use of the colorful, compelling window displays.

The importance of proper training of the applicators' salesmen is particularly stressed in the applicator's Advertising and Sales Help Manual. To this end, there is supplied the Baldwin-Hill Home Insulation Sales Manual. This 55-page booklet, which B-H describes as must reading for every one of its applicators' salesmen, discusses the theory of insulation, types available, why people insulate and the advantages of B-H black rockwool. It suggests ways to sell B-H rockwool and tells how to estimate fuel savings and how to measure a

building for insulation.

The samples of literature contained in the applicator's Advertising and Sales Help Manual illustrate the thoroughness with which Baldwin-Hill approaches the home insulation contracting field. They include, for instance, "The Sure Way to Home Comfort," an all-purpose mailing piece or enclosure, winter and sum-

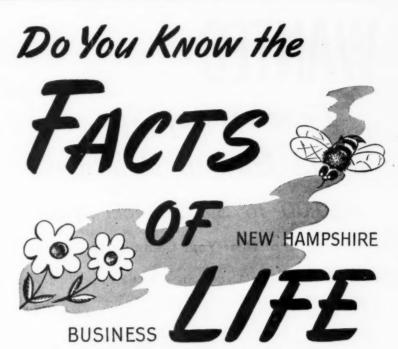
mer seasonal leaflets, and a folder dealing with fuel saving. These and several others are the applicator's for the asking—complete with imprint of his firm's name and address.

With all mailing literature the applicator is urged to enclose the "O. K." card. This is a return postcard for obtaining leads and it reads, "O. K. I've heard a lot about insulation. Now I'd like to have you tell me how B-H rockwool insulation fits my particular case. Of course, without obligation to me."

In addition, and also supplied with-

out charge, are Government releases on home insulation with mineral products. These have been included because they have proved to be very useful to salesmen promotionally.

One of Baldwin-Hill's very latest pieces is a complete sales reason why booklet called "The Great Indoors." It is strikingly printed in colors and it has been particularly designed to back up the salesman during his interview or to pass on to especially warm prospects. So favorable was the impression this booklet created on B-H applicators that they volunteered



Yes, our bees and flowers are lovely, but profitable sales are born in New Hampshire, because it's a mighty valuable segment of the National Market... and Space Buyers, Distributors, Sales Managers and others seeking resultful markets—there are important FACTS which you should know. The Manchester Union-Leader, the State's accepted Metropolitan Daily, will gladly send you a valuable portfolio of booklets telling you FACTS of New Hampshire's Business Life. Write today.

"Manchester — Your Test City"
"New Hampshire Drug Stores"

"Plus Services"
"Food"

"Merchandising Services"

the Manchester Union-Leader

> Morning and Evening 40,138 A. B. C.

The Management of the Control of the

NATIONALLY REPRESENTED BY GEORGE A. MC DEVITT COMPANY

to share the cost of its production.

Baldwin-Hill is a strong advocate of local newspaper and radio advertising. Not only does the company furnish newspaper mats, but it also pay 50% of the advertising space costs up to a percentage of purchases when these mats are used. The looseleaf Advertising and Sales Help Manual keeps the applicator supplied with samples of Baldwin-Hill advertisements for newspapers.

Because it considers time as the salesman's biggest commodity, Baldwin-Hill recently brought out an additional and exceptionally compelling visual presentation for the use of its applicators' salesmen. It is an eyecatching red loose-leaf binder and imprinted on the cover in bold black letters is "Let's Look In On . . .". The balance of the title "Baldwin-Hill Insulations" is carried over on to the fly leaf. It is proving a most valuable sales aid as it enables the salesman to back up his verbal presentation with graphic, eye-riveting illustrations.

Another B-H promotional innovation is the door knob hanger. This is an illustrated card which is slipped over the door knobs of the homes neighboring a house for which an insulation job has been contracted. The lead off copy "Starting Tomorrow . . ." is followed by a line on which is filled in the name of the neighbor who is having an insulation job done. This is followed by . . . "a family right in your neighborhood—are going to have a comfortable home. They will be warmer all winter and cooler all summer. What's more this luxurious new comfort will actually save them money . ."

A business reply card is at the bottom of this door knob hanger which enables the home owner to send in for the booklet, "The Great Indoors." The reverse side of the tag bears some salient facts about B-H black

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rockwool insulation.

Ever eager to facilitate the promotional activities of its applicators.

bver eager to racilitate the promotional activities of its applicators, Baldwin-Hill makes a practice of first getting a town's police chief's permission to use door tags and other advertising throw-aways before issuing such material to its applicators.

#### It's a Complete Job

From the salesman's calling card to the finished installation, very little is overlooked by the company in its efforts to win new friends and customers for its applicators. As soon as an applicator sends in the name of the party for whom he has completed a job, one of the top officers of the company sends that person a personal letter. In this message the writer welcomes him into the ever-increasing group of thousands of home owners now enjoying the economy and comfort of B-H insulation. A "Tips" booklet, designed to give the home owner the maximum benefits from his insulation investment, is enclosed.

Many customers have voiced their appreciation of this unusual company courtesy and some have sent in the names of friends whom they would like to see enjoying the same benefits.

While the company's own staff of field representatives is relatively small, its members are men who completely understand their product and the complexities of their particular market. They have been so closely identified with the insulating industry that they are capable of operating their territories with but a minimum of dependence upon headquarters.

It is their responsibility to select the right types of applicators for B-H franchises. Important as this duty is, however, it represents only a part of their activities. They work closely with their applicators on matters of purchasing supplies, advertising, sales promotion and public relations. Their aim is to help the applicator in every way to increase his business volume.

# WANTED

## Teachers of Speech and Human Relations \$20.00 to \$25.00 per Night

In or Near Your Community

The Dale Carnegie Course in Effective Speaking and Personality Development is now being conducted in sixty-three cities throughout the United States.

Several Sales Managers are now devoting one or two nights a week to teaching this course. In addition to the compensation they receive, they enjoy the work and they learn much from teaching the course that can be applied to their own sales training programs. We use male instructors only.

Our instructors must have the ability to:

- 1. Teach and inspire business and professional men and women
- 2. Help adults develop skills in effective speaking
- 3. Teach the art of human relations as outlined in the book "How to Win Friends and Influence People"

If you are interested, please write

#### DALE CARNEGIE & COMPANY

50 East 42nd Street

New York 17, N. Y.

### Newspaper's Pantry Shelf Survey Reveals Brand Standings in Chicago

The Chicago Daily Times inaugurates a continuous pantry shelf check in more than 400 carefully selected homes in Chicago. Herewith some of the findings in the first of the series. The study reveals that Friday is heaviest shopping day, Saturday a close second.

POOD research investigation in homes, to be known as a "pantry shelf inventory," developed as an index of consumer preference, has been inaugurated in Chicago by the Chicago Daily Times. In this work the newspaper has the cooperation of the Medill School of Journalism, of Northwestern University. Started in August, it will be a continuing survey of grocery brands.

Each four months, under this plan, selected and specially trained students from the school will visit approximately 400 Chicago homes and will check, with the aid of the housewives, a list of 1,000 food items to find how many of these are stocked in

the pantries.

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The beginning was made, with studied intent, at a time when nationally accepted and advertised brands were in shortage. It is agreed that now, due to the fact that housewives have been buying almost anything found on store shelves, even the most obscure brands, pantries are likely to hold a variety of items that will not be repeat business as more popular brands are made available.

The coming periodic check-ups, it is felt, will show the way the trade winds are blowing in a wide variety of products. There may conceivably be many reasons for making a recurrent inventory of this kind but the *Times* initiated the study with the following main purposes in mind:

1. To set up a systematic procedure for a continuing; that is, periodic, study of grocery brands favored by Chicago housewives.

2. To obtain current data on pantry stocks at a time when there were acute shortages in many lines.

3. To show the relative position of one grocery brand to another at this particular time.

4. To show the relative position of grocery brands at different times of the year; that is, seasonal variations, if any.

5. To establish trade trends in grocery movements over a longer period of time: a year, or two year units.

6. To determine the significant variations in the grocery buying pattern of families in different: (a) income classes; (b) sections of Chicago; (c) occupational groups.

7. To observe and record the peacetime comeback of brands that are now off the market entirely or which have been scarce during the war.

"One of the things we learned in our first survey, only recently completed, was the fact that there was very little difference in stocks by brands in the homes of the A, B, and C, D income group levels we studied," Mel Barker, promotion manager, the *Times*, told SM. "It will be very interesting to find out if this situation holds later when there is greater selection available.

"Food producers and manufacturers are in a highly competitive business. The manufacturer contacts jobbers and wholesalers and some of the larger houses have salesmen calling on the retailers. However, they seldom come in contact with the public. It may take quite a time for the manufacturer to find out what is going on in the public's mind. We hope to speed up this process—put the knowledge of brand trends into his hands quicker.

"If the consumer isn't buying a particular item it quickly becomes a dead pigeon. Because shortages have upset the market, many new brands have gotten into homes during the war. It has been an era of sampling. Now that the war is over the question is, will these new brands stick? Or will the public go back to the old brands? We want to find out as fast as we can.

"Should the manufacturer of some widely known brand be losing ground we hope to be able to inform him quickly. We believe we shall be able to find out many facts that will be of intense interest to our advertisers and potential advertisers. We hope to be



RESEARCHING ONE OF "THE 400": Chicago Daily Times investigator checks grocery brands on the pantry shelves of one of the 400 families covered in the survey. Reward for the cooperative housewife: the kitchen plastic utility set she's holding.



# AD-VENTURES Charley Jacobs

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 $p_h *$  Charley Jacobs is Advertising Manager of Klein's Sporting Goods, Chicago. You've heard of Klein's. If a fighting trout sings you a spring song, and you're pals with a golf ball, you've been there. Klein's is the

largest men's sportswear mail-order house in America. Charley Jacobs knew about TRUE . . . had heard what it would do . . . would it do that for Klein's?

He'd find out . . .

530 PM 1945

So he did. Klein's ran a 92-line test ad in May.

Charley wrote us an unsolicited letter about the

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he Gan Siching Jackle, Oather PO.. Klein's tried it again in the June TRUE.

And Charley wrote us

another letter . . .

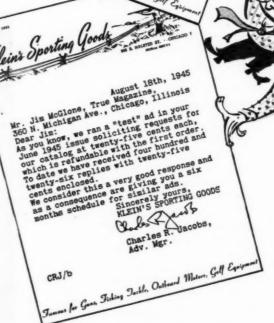
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DO 2 m . That's the story of Charley Jacobs' TRUE Ad-Ventures so far. Other good things will happen.
happen to all of you who

use TRUE.

More than 900,000 men will buy the December TRUE at their newsstands. TRUE readers pay a premium price to get the only man's magazine of its kind. More than 130 leading advertisers of things men want are

using TRUE this year—increasing TRUE's 1945 advertising revenue 361% over 1944!



GO N. Michigan Ave., Chicagozine, 23, 1 ear. Jim. Michigan Ave., Chicagozine, 23, 1 ear. Jim. Own Rought to you might the you might the results of our interested fing venture sults of our interested final so know, we have a placed a selection of the selection o

incerely yours, EIN'S SPORTING GOODS



The Man's Magazine true

**FAWCETT PUBLICATIONS, INC.** 295 Madison Avenue, New York 17, N. Y.

Sells men for you

World's Largest Publishers of Monthly Magazines

of help to these, their salesmen, advertising departments and their advertising agencies in learning where their products stand."

The survey lists the number of

stores figuring in the study:

Independents, 9,331. Chains—A & P, 244; National, 410; Jewel, 97; Kroger, 102; High

Low, 28. Cooperative chains—Midwest, 400; Royal Blue, 300; Centrella, 325; IGA,

125; Grocerland, 95.

Others—Hillman's, 6; Wieboldt's, 5; Goldblatt's, 7; Stop & Shop, 1.

Purchases from independent stores were found on 70% of the pantries survey. From the chains — A & P, 52%; National, 39%; Jewel, 21%; Kroger, 15%; High Low, 7%.

From the cooperative chains—Midwest, 4%; Royal Blue, 3%; Centrella, 2%; IGA, 2%; Grocerland, 1%.

From others — Hillman's, 10%; Wieboldt's, 3%; Goldblatt's, 2%; Stop & Shop, 1%. (Re-study of these figures led to the deduction that the housewives may have erred frequently in identifying the cooperative chain stores as independents, which might allow for their low rating.)

#### 40% Are Friday Shoppers

Housewives were asked on what days most groceries were purchased. A check-back resulted in these findings: Monday, 7%; Tuesday, 3%; Wednesday, 4%; Thursday, 12%; Friday, 40%; Saturday, 30%.

Types of refrigeration in the

Types of refrigeration in the homes: electric, 84%; gas, 5%; Ice, 10%; none, 1%. Seven per cent of the homes had hard freeze units; 1% enjoyed locker freezer service.

Getting down the specific food items, the survey just completed shows that three brands of regular flour have a major part of the market. Ninety per cent of the A and B homes had stocks of flour; 87% of the C and D homes. Broken down into brands (eliminating the listing of brands used by 2% or less of all families) the result was:

Brand	9	fami	ll lies	A & B	C&D
Pillsbury's Best Foods	Best	32%	·	.35%.	30%
(Ceresot	a)	29		.26 .	31
Gold Med	al	28		.30 .	27
Sunnyfield		4		5	4

In the baking powder field the homes surveyed gave indication that Calumet has the market grabbed. Here are the results:

Brand					f	amil	ie	8		A & 1	В	-	C	& D
Calumet						81%	*			83%			. 8	30%
Clabber .						4				2				5
n.C						4				3				4
Dr. Price		*			,	3				5				
Rumford	*					. 3		*		4		*		3

Other findings among 1,000 items coming within the survey were (again eliminating listing of brands used by 2% or less, of the total interviewed):

	% of Total Interviewed	A&B Group %	C&D Group %	
Cold Cereals				
% Stocking any brand 1. Kellogg's Cornflakes 2. Kellogg's Rice	87% 33%	89% 31 <b>%</b>	86% 34%	
Krispies	26%	29%	24%	
3. Cheerioats	23%	20%	25%	
4. Wheaties 5. Quaker Puffed Rice	22%	20% 19%	22% 18%	
6. Kellogg's Pep	13%	11%	14%	
7. Kix	11%	8%	12%	
8. Kellogg's All Bran	10%	11%	10%	
9. Grape Nuts 10. Grape Nuts Flakes	8% 8%	12%	9%	
11. Quaker Puffed	0 70	0,0	- /-	
Wheat	8%	8%	9%	
12 NBC Shredded Wheat	7%	9%	8%	
13. Post Toasties	7%	6%	7%	
14. Kellogg's Shredded				
Wheat	6%	7%	6%	
15. Kellogg's Raisin 40% Bran	5%	5%	6%	
16. Shreddies	4%	4%	4%	
17. Shredded Ralston	4%	5%	3%	
Hot Cereals				
% Stocking any brand	87%	86%	86%	
1. Quaker Oats	68%	68%	69%	
<ol> <li>Cream of Wheat</li> <li>Pillsbury Farina</li> </ol>	25% 13%	23% 13%	26% 13%	
4. Quaker Farina	11%	13%	10%	
5. Instant Ralston	10%	10%	10%	
6. Wheatena	5%	6%	4% 5%	
7. Cocoa-Wheat 8. Ft. Dearborn Farin	4% a 3%	3%	4%	
9. Malt O Meal	3%	3%	3%	
Coffee				
% Stocking any brand	98%	97%	99%	
1. Hills Bros. 2. Manor House	40%	41%	40%	
3. Maxwell House	17%	13%	20%	
4. Chase & Sanborn	14%	14%	14%	
5. Eight O'Clock	9%	9%	10%	
6. Del Monte 7. Bokar	3%	4%	3%	
8. Monarch	3%	4%	3%	
9. National	3%	2%	4%	
10. Nescafe	3%	5%	2%	
Tea				
% Stocking any brand	91%			
1. Lipton 2. Salada	51% 17%			
3. Tenderleaf	17%		16%	
4. National Pekoe	6%			
5. Our Own	5%			
6. Monarch 7. Nectar	3% 3%			
CI				
Cheese	700%	720%	69%	
% Stocking any brand 1. Kraft	70% 47%			
2. Philadelphia Crean	n 13%	11%	14%	
3. Blue Moon	9%			
4. Borden's 5. Phenix-Pabst-ett	8% 7%			
6. Shefford	4%			
Milk, Canned & Evap	).			
% Stocking any brand	58%	55%	59%	
1. Milnot	23%	22%	24%	
2. Pet Evaporated	15%			
3. Carnation 4 Borden's Evaporate				

4. Borden's Evaporated 11% 12% 10%

5. Nestle's Evaporated 4%

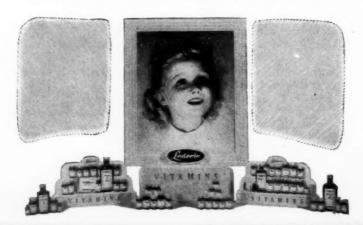
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	l ed		
	% of Tota Interview	A&B Group %	C&D Group %
6. Eagle Brand (Borden)	3%	101	20%
7. White House	3%	3%	3%
8. Dean	2%	3%	3%
Shortenings			
% Stocking any brand	86%	87%	86%
1. Crisco 2. Spry	46%	50% 36%	44%
3. Swift's Bland Lard 4. Armour's Lard	13%	14%	12%
5. Dexo	3%	2%	4%
Desserts & Dessert Mixe			
% Stocking any brand	94%	97%	92%
1. Jell-O 2. Kosto	78% 34%	81% 34%	77% 35%
3. Royal	31%	36%	28%
4. Minute Tapioca 5. Knox	23% 20%	23% 22%	23% 18%
6. My-T-Fine 7. KreMel	19%	18% 16%	19% 18%
8. Junket	16%	16%	16%
9. Sparkle (Ann Page)	15%	14%	16%
10. Hixson's Coconut 11. Tootsie Fudge	11%	11%	11%
12. Jel-Sert	7%	9%	6%
13. Clinton Puddings 14. Monarch	5%	5%	4%
15. Frizz 16. Brookoma	5% 3%	4%	4%
17. Dromedary	3%	3%	3%
18. Fluftex	3%	3%	3%
Margarine	2000	26M	40%
% Stocking any brand 1. All Sweet (Swift)	39% 17%	36% 18 <b>%</b>	16%
<ol> <li>Good Luck (Jelke</li> <li>Parkay (Kraft)</li> </ol>	) 9%	11%	8% 8%
4. Blue Bonnet	5%	4%	6% 3%
5. Durkee	3%	370	3 /0
Baby Food		- 1-1	1-01
% Stocking any brand 1. Gerber	d 38% 23%	36% 24%	
2. Clapp	15%	13%	16%
3. Heinz 4. Beech Nut	15% 8%	5%	10%
5. Libby 6. Pablum	5%		
(	- /-		
Soft Drinks % Stocking any bran	d 65%	65%	64%
1. Pepsi-Cola	27%	31%	25%
<ol> <li>Coca Cola</li> <li>Dad's Root Beer</li> </ol>	21% 11%		
4. Seven-Up	7%	6%	8%
<ol> <li>Old Colony</li> <li>Canfield</li> </ol>	6%	3%	8%
<ol> <li>Canada Dry</li> <li>Hire's Root Beer</li> </ol>	5%		
9. Royal Crown Cola 10. Yukon Club		4%	3%
10. Fukon Club	376	3 /6	370
Wares & Polishes	1 700	700	. 000
% Stocking any bran 1. Johnson's Wax	22%		
<ol> <li>Johnson's Glo Co</li> <li>Stanley</li> </ol>	at 13%		
4. Aer O Wax	12%	11%	13%
<ol> <li>Old English</li> <li>O'Cedar</li> </ol>	9% 8%	9%	
7. Parker Polish 8. White Sail Wax	5%	6%	6%
9. Simoniz	4%	1%	5%
10. Fuller	3%		1 0 27



# A RESPECTED TRADE NAME IS A VALUABLE ASSET

The name LEDERLE is a symbol that for decades has been associated with dependable pharmaceuticals and extensive research in medical science. That name is being kept active in the minds of the public on many pleasing and highly ethical lithographed displays supplied to druggists by Lederle Laboratories, Inc., to help keep store windows and counters interesting and attractive. YOUR trade name or trade-mark is one of your most valuable assets—keep it prominent at points of purchase and points of use. We can help you maintain recognition of your trade name.



FORBES

P.O. Box 513 Boston

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Panel nary

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CHICAGO ROCHESTE

CLEVELAND

SALES MANAGEMEN

**NEW YORK** 

	% of Total Interviewed	A & B Group %	C&D Group %
Salad Dressing			
% Stocking any brand	72%	72%	73%
1. Kraft Miracle			
French	25%	24%	26%
2 Mazola Salad Oil	16%	16%	16%
3. French	7%	7%	8%
4 Hellmann	7%	6%	7%
5. Wesson Oil	7%	6%	8%
6. Milani's 1890	5%	6%	5%
7. Ann Page	4%	2%	5%
8. Sultana	3%	3%	3%
Canned Meats			
of Cualing any brand	\$10%	5001.	4601

Canned Meats			
% Stocking any brand	51%	58%	46%
1. Spam (Hormel Co.)	15%	19%	13%
2. Treet (Armour)	15%	18%	14%
3. Armour	14%	16%	13%
4. Broadcast Redi-Meat	11%	11%	12%
5. Prem (Swift)	7%	11%	4%
6. Wilson	6%	9%	4%
7. Libby	5%	6%	4%
8. Mor (Wilson)	4%	5%	4%
Mayonnaise			

% Stocking any brand 55% 1. Miracle Whip 55% 340% 300% Kraft 310% 2. Hellmann 9% 15% 19% 7% 3. Kraft 4. Ann Page 3% 5. American Home 3%

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In addition to the statistical data for each grocery product in a list of almost 1,000 items, the Chicago Times grocery survey discovered valuable information about consumers' wants, wage earners and their occupations, the sizes of families, stores most frequently patronized, stores at which the major portion of grocery buying is done, frequency of grocery pur-chases on each day of the week, type of refrigeration in the home, whether or not the home has a deep freeze unit, the most used toilet soaps.

Members of the Times' Consumer Panel were selected with extraordinary care because they are to con-

They gave ... Will you?

CITY ZONE 108,485

> RETAIL TRADING ZONE

stitute a stable segment of Chicago's homes with a high degree of identity in succeeding repetitions of the survey. The sample, which will be controlled at something more than 400 homes, is so representative of the population as a whole that the occupational distribution of the chief wage earners is almost exactly the same as the occupational distribution of wage earners in the United States Census. Stratification of the sample on the basis of economic groups shows a distribution among high, medium, and low income classes which checks

with other reliable investigations in the Chicago area. Furthermore, the sample is scattered over the city of Chicago in such a manner as to insure proportionate representation for geographical sections of the city and for high, medium, and low rental areas.

Although the ultimate sample was controlled at about 400 homes, a sufficient number of homes in excess of that figure were inventoried to permit the selection of approximately 400 homes that would constitute a sample accurately reflecting the population as

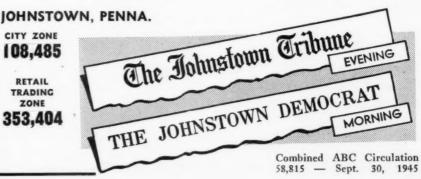


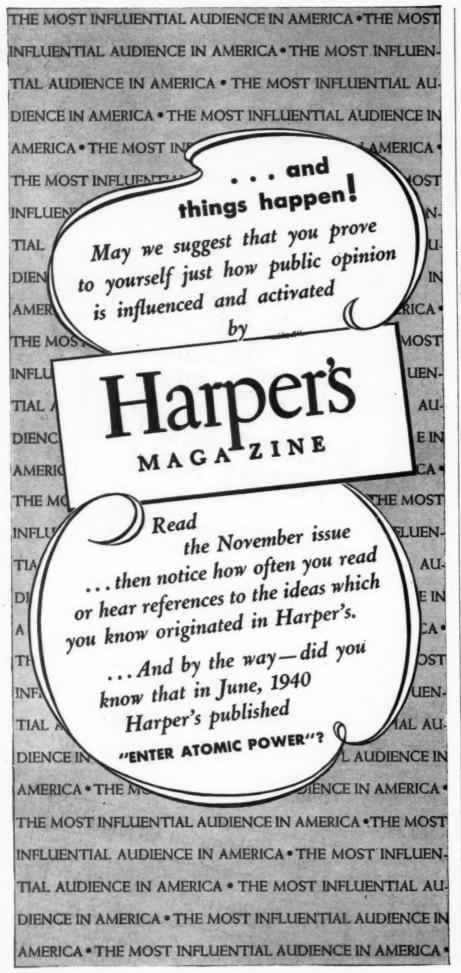
#### RECONVERSION IN JOHNSTOWN MEANS MORE MEN AT WORK

These ads in recent issues of The Tribune and Democrat are concrete evidence that Johnstown's Industries in the midst of reconversion require more workers. More workers mean more income and more retail sales. In 1944 the Johnstown Trading Area had

#### \$151,717,000 IN RETAIL SALES

To get your proper share of this retail volume, let the 58,815 Tribune-Democrat Sales Messengers carry your story to the buyers in the Greater Johnstown Trading Area.





The ultimate value of any kind of market analysis lies in its usefulness to those who are attempting to sell a product in that market. It is difficult. therefore, to interpret the results of the Chicago Times survey of grocery brands in terms of the purposes of individual food manufacturers, sales departments, or advertising agencies. But there are so many striking facts in the tabulations already available from this study that it doesn't take a marketing expert to appreciate them. For example, it is likely that every chain store official will be interested in the percentagewise distribution of where these 400 Chicago housewives do most of their shopping. One famous grocery chain, for example, was reported by more than 50% of the housewives, but another (of comparable reputation) was reported by only 15%. Similarly, the grocery chain where the greatest number of the panel's housewives buy led its nearest competitor by more than 60%.

#### **Interesting Highlights**

A toilet soap which was comparatively unknown before the war stands second in the list of toilet soaps now most used by Chicago housewives. One pancake mix was found on the shelves of 40% of the homes in the panel, while another pancake mix made by a leading manufacturer appeared in only 12% of the pantries.

The most popular baking powder leads all the others by a thousand miles—to be exact, by the relative difference between 81% of all the panel's homes and 4% of those homes. A certain cake flour appeared in 37% of the pantries and its nearest competitor was on the shelves of only 11%. The most popular coffee was found in 40% of the pantries, but a brand made famous by a certain radio program was found on only 14% of the shelves. A relative newcomer in the soft drink field has outstripped its once famous competitor.

In every classification of foods, and in hot and cold beverages, beverage mixes, vegetable and fruit juices, canned meats, salt, sugar, salad dressings, seasonings, syrups, soaps, waxes, and polishes there is information which will prove equally interesting to those concerned with the manufacture, advertising, sales, and distribution of these products.

A copy of the results of this and future surveys in the Chicago Times—Northwestern University Consumer Panel Continuing Survey of Grocery Brands may be obtained without charge upon request to Mel Barker, promotion manager, Chicago Times, 211 W. Wacker, Chicago, Ill.

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# Boston - A TALE of TWO "CITIES"

WHERE HISTORY WAS MADE

Faneuil Hall ...
"Cradle of Liberty"
... one of America's
most historic shrines
.. visited by thousands
of Americans yearly.



## Where Mass Profits Are Made ...

It's a far cry from the days of General Warren and his gallant band to the modern Boston as the world knows it. A great thriving market . . . the 5th largest in the nation . . . in which live 2,890,204 people . . . 745,347 families . . . all of them concentrated in a 30-mile area within a half-hour commuting distance of Boston's famed State House. Best of all, they're mighty prosperous . . . with ready purses for retail purchases . . . purchases totaling \$1,189,521,000 every year, the highest per capita in the country. And the Record-American and Sunday Advertiser blanket this tremendous market, and plenty of cities and towns beyond it, with far greater circulation and family coverage than any other Boston newspaper! Yes, the Record-American gives you over 500,000 daily . . . and the Sunday Advertiser over 600,000. If you want maximum coverage in Boston . . . if you want Mass sales in Boston . . . pick the media that will give them to you!



**SELL THE "MARKET OF THE MILLIONS.."** 

REPRESENTED BY HEARST ADVERTISING SERVICE



## Panels & Round Table Discussions Feature Direct Mail Convention

In the first post-war meeting of the Direct Mail Advertising Association the members had a chance to talk instead of just being talked at; this is what they talked about in round-table discussions.

HE first post-war meeting of the Direct Mail Advertising Association was held at the Roosevelt Hotel, New York City, Friday, October 19, with approximately 1,000 persons in attendance. The sessions were of the round-table variety, with groups of experts leading discussion on the various subjects covered, and participation from the floor invited. In preparation for the meeting, questionnaires had been sent to members to discover what they wanted discussed, and panel members were governed accordingly.

Other features of the meeting, in addition to the round-table discussions, were the exhibition of the winning entries of the "Fifty Direct-Mail Leaders Contest" and the luncheon, at which Peter Donald, radio artist, talked on "How to Put the Show in Showmanship."

Chairman at the morning session was Hunter Snead, Merchandising & Sales Promotion, McCann-Ericason, New York City. He acted as master of ceremonies for panels which discussed research, copy, lists and list control, production, materials and supplies, and evaluation of direct mail methods.

Subjects covered by the research panel in the allotted half-hour were methods of measuring the effectiveness of direct-mail procedures; the use of direct mail for running down prospects for interviews (One letter had brought readers to the editorial offices of a publication, willing to give from one to one and one-half hours telling their

views of the publication.); the use of direct mail as a supplement to other forms of research, particularly in rural areas and among non-telephone subscribers; the use of direct mail to discover how much people are willing to pay for a product (Split-run mailings with two prices have been used with success.). On inducing recipients to return questionnaires, Howard A. Stone of Daniel Starch told of devoting the top third of a mailing piece to an argument for returning it and the rest to the questionnaire itself. Joseph Ungar, Fair Trade Merchandising, discussed results of various mailings sponsored by manufacturers through retail druggists, on which records were kept. Some of these tests involved comparing results of regulation vs. Jumbo-size postcards, with the regulation size pulling as well as the larger size.

#### Copy Panel at Work

James F. Grady, Wallace Clark & Co., New York City, leader of the copy panel, asked members to contribute suggestions in the form of one-minute talks. Harriet Raymond, assistant advertising manager, Celanese Plastics Corp., urged that letters and copy be kept short, with the meat of the story in the first paragraph. Amplifying this, she explained that the advertising material sent with a letter is often more forceful than the letter, because the letter may take a long time to get to the point.

James Downey, Dictaphone Corp., said business people should answer letters more punctually. Returning to one's desk after a brief absence, a person telephones those who called him in his absence—why not the same courtesy to letter-writers? If the delay arises from waiting for information from other departments, then the machinery for getting it should be improved.

H. A. Bell, Allen, Lane & Scott, Philadelphia, said that a good way to get started writing a piece of direct-mail copy is to start—writing anything as a part of the warming-up process, even though the first draft will need revising.

"Put sales appeal even into your routine letters," was the suggestion of Richard Morris, R. H. Morris Associates, New York City. As an example, he cited greatly improved results when a request for the correct address of stockholders was phrased, "So that you may get your dividend checks, notices . . . , etc."—which, actually, is an adaptation of the "you" appeal. "Your prompt reply will enable us to make immediate shipment," is another example of a slight change of wording



Farmers—suburbanites—and city folks in Pantagraph Land are as alike as 3 identical cars!

In 1944 these 3-of-a-kind families, who live in McLean County and 8 adjacent counties, had similar buying power per person — \$1.391 in rural McLean County, and \$1.376 in Bloomington, the county seat. (U. S. average is \$1.166. Illinois average is \$1,272.)

Their auto registrations for 1944 indicate

similar buying habits too . . . 5.593 in rural McLean County, and 6,902 in Bloomington.

For almost complete coverage of this multiple, better-than-average market advertise in the Daily Pantagraph—84% coverage of Bloomington and McLean County, and 71% coverage of the Primary Trading Zone!

Figures from Sales Management Survey and Editor and Publishers' Market Guide for 1944.

PANTAGRAPH LAND

SINCE 1846

The Daily Pantagraph

BLOOMINGTON, ILLINOIS Gilman, Nicoli & Ruthman.



In no other single magazine does the busy businessman get so compact a package of essential and usable information.

Approximately some 500 specially prepared articles (comparable to the above) appear in The United States News in the course of a year.

Essential articles on national affairs are practical guide posts—they indicate major trends that top management must follow.

That's why the great majority of The United States News subscribers are in the top management brackets.

Top management men study The United States News . . . that's why 80% have the magazine sent to home addresses . . . that's why 90% say they read it from cover-to-cover . . . that's why a large majority of the subscribers vote it "THE MOST IMPORTANT MAGAZINE IN THE COUNTRY."



(200,000 Guarantee)

The Direct Route to those who O. K. both corporate and family buying

Daniel W. Ashley, Vice President in charge of Advertising

> 30 Rockefeller Plaza New York 20, N. Y.

". . . The best newsweekly published. . . . My copy is read from cover to cover by at least three persons each week."

C. A. Wolfe
Director of Purchases
MONSANTO CHEMICAL
COMPANY

The only publication of its kind



which uses the "you" appeal to get results.

A great many questions had been submitted to the panel on lists and list control; most of them involve the building of good lists and keeping them in order. The consensus was that lists suffered badly in wartime and are undergoing rapid obsolescence during this period of reconversion; that there is no royal road to keeping a list in good order—only constant vigilance.

Advertisers are still plagued by shortages, as was apparent from the discussion by members of the panel on production, materials, and supplies. The advice of those representatives of the graphic arts world was: Eliminate rush jobs; plan ahead and do all preparatory work possible before turning your work over to the printer; use paper stock which is available, even if not your first choice; use as light a weight as you can, so as to spread available production. Factors which will tend to prolong paper shortages are the demands for pulp by the rayon and plastics industries.

Philip E. Wilcox, president, Philip E. Wilcox, Inc., New York City, was chairman of the afternoon session, during which there were discussions of sales promotion, public and employe relations, dealer point-of-sale material, mail order, and catalogs.

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#### Classifying Sales Promotion

The period devoted to sales promotion included remarks on the difficulty of classifying it: Is it more closely allied to sales or to advertising? During the war advertising managers and sales managers added the term to their title, in order to get a raise, and now they want to give it back, according to one facetious definition. A considerable part of the period was devoted to definitions of sales promotion and who should handle it. The part of the advertising agency was described as digging into facts, planning, and counseling, but not conducting the actual sales promotion procedures.

The leader of the sales promotion panel was Zenn Kaufman, sales promotion, Lennen & Mitchell. Members were Charles Konselman, Advertising and public relations director, Wickwire-Spencer Steel Co., New York City; Joseph Lee, president, Einson-Freeman Co., New York City; Sherwin Harris, Jr., Compton Advertising Agency; Chester Thompson, sales promotion manager Calvert Distilling Corp. Many stimulating questions had been referred to this panel and others emanated from the floor.

Some of the points covered through this question - and - answer treatment



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ent T The atomic bomb and electronic developents have reshaped the future of the world, sened up to millions the new world of science.



2. Millions are coming out of the armed forces with new technical training, new interest in science.



Nor plant training has given millions of people vinterest in, and new ability to understand and , the amazing developments of science.



4. Business and industrial executives are brought face-to-face with the challenge and opportunities of new materials, methods, equipment developed by science.

## war-created interest of millions

SCIENCE ILLUSTRATED will have a distinguished staff of consumer-wise editors . . . men who combine scientific backgrounds with years of experience on general magazines.

Heading the editorial staff are: Harley Magee as Editor, Dexter Masters as Editorial Consultant, and Dr. Gerald Wendt, formerly full-time Science Consultant of Life-Time, 18 Editorial Director.

Behind these men are the tremendous resources and unequalled facilities of the McGraw-Hill organization, providing these important assets:

l. A staff of 196 editors who are experts in many specialized fields. (No other publisher is as great a clearing house for scientific information.) 2. A world-wide news-gathering set-up. (SCIENCE ILLUSTRATED is assured of a never ending steam of up-to-the-minute material.) 3. Financial security. (Important to assure the continuity and success of any new magazine during its formative months.)

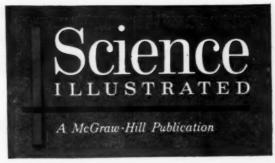
#### Reaches An Alert, Demanding Audience

SCIENCE ILLUSTRATED will give broad class-in-mass coverage. Mass circulation—and at the same time selective ... selective of the science-activated people who lead the buying parade, who are keenly alert to new ideas, who are usually the ones to buy things first.

Tomorrow, progress-minded people will be the ones who are going to be the first to buy the new, improved products that American inventive genius produces. And remember: such people are centers of influence and decision wherever they are. Such people are your customers . . . such people are our readers!

Ask to have a representative tell you more about this new and different market. Write to Science Illustrated, 330 West 42nd Street, New York City.

COMING IN APRIL



were: Articles on a firm's merchandising methods in business magazines are useful in explaining to those inside the organization what is being done; in giving this information to customers. Such articles may be used as mailing pieces, with good results; directmail can be used to lengthen the life of a display; a special job, done for one large customer, may be merchandised to other prospects, by telling of it through direct-mail. To get salesmen to use sales promotional material, give them more recognition; tell other salesmen and employes what they are doing through office bulletins or publications. To induce salesmen to mer-

chandise advertising to dealers, give them something more dramatic than reprints of ads—something which really arouses dealers' interest. Salesmen should also have a voice in planning of advertising programs; management can benefit from their suggestions.

Paul Bolton, leader of the panel on public and employe relations, commented that the term "public" relations has become too broad; there are many "publics" with whom an organization must establish good relations. J. Nugent Lopes, director of public relations, Lewyt Corp., Brooklyn, said that too many employes have

confidence in their unions and the Government, rather than in management. Management must make a real effort to win their good-will. Lewyt Corp. has had good results with an employe publication, which is published in accordance with workers wishes, and which contains material supplied by them. Management should take workers into its confidence: tell them about policy, profits and plans.

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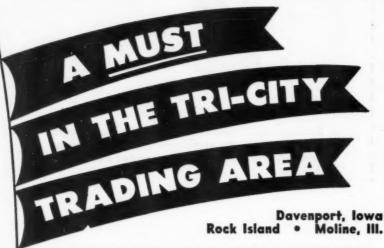
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#### Spotlight on Public Relations

William B. Marsh, William E. Rudge's Sons, New York City, spoke of the many branches of public relations (community, stockholder, employe, etc.). Interest in company histories and anniversary booklets had been expressed by questions about them, and Mr. Marsh mentioned some of the varied groups to which they can be advantageously distributedstockholders, employes, newspapers, business magazines, banks, financial institutions, libraries, schools, and colleges. In answer to a question about getting business publications to comment editorially on sales promotional material, a panel member advocated sending news stories about the material to editors. One profound observation was that good public relations rest on a basis of ethics; without it, the best public relations program in the world is valueless.

No members of the panel on dealer point-of-sale material attended except the leader, Richard Steinman, Beneficial Management Corp. (Personal Finance Co.), Newark, N. J. The period was lively and stimulating, because Mr. Steinman was fortified with facts, and inspired by questions submitted in advance by D.M.A.A. members. There was also considerable participation by the audience. Mr. Steinman named all the commonly accepted forms of dealer aids, such as display pieces, circulars, leaflets, streamers, banners, price-tags, and

## **Times - Democrat**



An Active, Prosperous Market Of Over 200,000 With -

Retail sales of over \$100,000,000.

Bank debits of over \$833,000,000.

Bank deposits of over \$151,000,000.

Diversified industries for continued prosperity.

Extensive plans for public improvements.

## Remember

Only the Times-Democrat have 100% home coverage in Davenport—the largest of the Tri-Cities and the shopping heart of the entire trading area. Remember too that only the Times-Democrat have substantial home delivered circulation in all *three* cities. One more thing—only the Times-Democrat have editorial and business offices in each of the Tri-Cities.



### EXECUTIVE

Sales Management and Merchandising Executive, age 34, graduate Harvard Business School, Experience: Sales management, merchandising sales promotion and market research, wholesale and retail, foreign and domestic markets, national manufacturer, shoes and rubber products. Army assignments: Procurement, expediting contracts, and furnishing Government material to contractors. Salary. \$7500.

Box 2218, Sales Management, 386 Fourth Ave., New York 16, N. Y. catalogs; but he also named some less common ones, such as sales training booklets, badges, labels, and telephone order talks.

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When the audience was asked for a show of hands on the question, "Should dealers be charged for part or all of the cost of point-of-sale material?" it appeared that the companies represented by most members present do not charge at all. Mr. Steinman suggested that a factor to be considered is who benefits most from such material. If it helps the manufacturer chiefly, the dealer should not be asked to pay anything. Should dealers be paid for the use of space in their establishments? What about position? A test made recently is said to have shown that results were 10 times as good when a display was moved from the rear to the front of a store. Mr. Steinman also cited an instance of use of a certain piece of printed matter, distribution of which climbed from 80,-000 a year to 800,000 a month. A change in timing of its distribution (including it as one of the steps of preparation for an interview) brought about the increase.

The various steps in getting an order were covered in the period devoted to mail order, with Ralph Curtis, Loose-Leaf Service Division, Prentice-Hall, Inc., New York City, as leader. A good deal was said about lists: "If you are selling trees and shrubs, the best list is one of people who have previously bought trees and shrubs. The same is true of self-help books, or anything you have to sell." Questions had been submitted on how to build a mail-order department. Some suggestions made were: select an advertising agency or man experienced in the field; be sure your product is suited to this form of selling; decide whether to use direct mail alone, or in

conjunction with publication advertising, in farm papers, for example; be sure letter and copy are right, using tests to find out. If you guarantee, be prepared to make good. With respect to city vs. rural coverage, it was said that results are usually better in the country. However, certain services, and \$1.0 books are exceptions.

The last session, devoted to catalogs, drew spirited participation. A point in which many showed interest was whether to print general or specialized catalogs. The trend toward specialized catalogs was established. Their advantages are: They are easier to use

### Have You Had These Field Reports?

Chem & Met's research staff has been making calls on plants that use your type of equipment. Your customers and prospects tell what they need and expect from you.

The field reports should highlight situations you will want to cover in your own field studies. They include:

Pumps & Compressors; Pipe and Valves; Packing; Materials of Construction; Containers; Packaging Equipment; Materials Handling; Steam & Power Generation; Lubrication: Power Transmission.

> Send for your copies now—also we will include ABP's swell new book-let, "Hit the Road -- for Better Business Paper Advertising". It is the how and why of field work for copy that sells.

CHEMICAL ABC

& METALLURGICAL ENGINEERING

A McGraw-Hill Publication

330 West 42nd St., New York 18, N.Y.



The Editor and His Policies

Vincent F. Waters believes with Donald Nelson in the great economic opportunity of the South. He sees

here one plant after another which is among the greatest in the world. He sees coming to the South the decentralized plants, for example, of the automotive industry-whose major factors have already announced and broken ground for operations involving many millions of investment, and many thousands of skilled workers . . . So Mr. Walters has planned an editorial schedule which will give to the key men of these newly grown industries the regular monthly "refresher course" they need and will continue to need.

### Southern Machinery and Metals

75 Third Street, N. W.

Atlanta, Georgia



# Business Leaders plan

## \* The Stewart Dry Goods Co. plans . . .

BECAUSE the people of Louisville and this community have bought with confidence at The Stewart Dry Goods Company for nearly one hundred years and because of our firm belief in the future of Louisville, it has been possible for us to consummate negotiations started over three years ago, to expand into what will be one of the largest and most modern

Our architects, Nevin & Morgan, have complete plans that call for the erection of a new building on what is now known as the old Pendennis lot adjacent our present building, department stores in the South. which will make one unit fronting 217 feet on Walnut Street and 180 feet on Fourth Street. We will not only have the new building but the present building will be altered and improved so that the complete structure will embody the most recent developments in department

Associated with us in this development is the Louisville Realty Association which in 1905 erected our present building, because at that time we had a genuine belief in Louisville and that decision had a great deal to do with the fact that Fourth and Walnut has become and

remains the center of the principal shopping district of Louisville.

WILLIAM G. FREDERICK, President

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# Citizens Fidelity Bank & Trust Company plans . . .

FROM inquiries and plans in the development stage, we believe the commercial building TROW inquiries and plans in the development stage, we believe the commercial building trades and building labor in Louisville will experience unprecedented activity. At the conclusion of World War I, Louisville had hundreds of vacant stores and some idle industrial facilities. On V-J Day, Louisville's commercial stores, industrial plants and storage buildings were approximately 100% occupied.

Postwar plans of Louisville merchants were in the advanced stage at the close of the war in respect to site and building requirements. More than twenty-five new building and modernization projects are ready to start in the Louisville area for our clients. include the enlarging of the building at the northeast corner of Fourth and Jefferson Streets, the new addition to Stewart Dry Goods Company's building, and the razing of the Gaston the new addition to Stewart Dry Goods Company's building, and the razing of the Gaston Apartment Building, 554-562 South Fourth Street, to be replaced by a new, modern commercial store building. These three alone are estimated at about \$1,500,000.

The number of out-of-town manufacturers visiting our office immediately after V-J Day was both surprising and gratifying. The availability of aluminum from Reynolds Metals Company's Louisville plants was a big factor in turning out-of-town manufacturers toward this city. If only a reasonable percentage succeed in finding their requirements, their

influence will help to stabilize Louisville's recent and large population growth.

It might be interesting to note that commercial building had its peak in Louisville in 1920, with a volume of \$3,500,000. Roughly, the volume of building originating in our Bank and Trust Company alone for the first unrestricted post-war commercial building year will

Our post-war plans include many building projects on the extensive real estate holdings under our management, including our own home on Guthrie near Fourth. Individual amount to upward of \$3,500,000. projects range from a few hundred dollars to one million dollars, and they cover most

All of the officers and employees of this Bank and Trust Company have dedicated themselves to facilitating local commerce and industry in its vital task of reconverting to peacetime business and the job of creating full employment in this community. A. J. STEWART, Vice-President

> The Conrier-Lournal THE LOUISVILLE TIMES Radio Station WHAS

and easier to file; they are economical, both because prospects receive only the sections in which they are interested and because it is less expensive to reprint when a section becomes outdated.

The leader of this group was Chauncey Williams, Sweet's Catalog Service, New York City, and his panel members were from the same organization. One of the topics discussed was design—whether or not to include prices; should the catalog be used alone, or with supplementary material.

On the subject of prices, it was said that they should be given when the company wishes to fill orders without much preliminary correspondence. For large industrial equipment or expensive services, catalogs should be used to originate inquiries, or perhaps they should be designed for distribution by salesmen, who can give prices orally and defend them at the same time. Whether or not they are used alone depends upon the marketing plan. Some companies send catalogs to all those on a list—this is the broadcast method. It involves waste, but usually brings better results than the holdback method of sending only to those requesting catalogs. More and more companies are distributing catalogs which are already bound.

Suggestions on planning and preparation included: Decide exactly what you want to do through your catalog—get orders or inquiries, help suppliers, etc. Call in specialists—only rarely can one person do everything as design and selling are separate problems. Be sure the book identifies products, promotes product selection, is easy to use; consider the visual flow. Proper organization of material is a must.

The October meeting of the D. M. A. A. was held in a transition period. Unlike those of the last few years, there was comparatively little discussion of shortages and lack of manpower. On the other hand, there was little evidence of a high degree of sales-mindedness. Members seemed most concerned with reconversion problems-how to get lists back into shape; how to get mail-order departments to function; how to use direct mail in conjunction with sales promotional material and with public and employe relations programs; what to do about catalogs. The method of having questions sent in by members in advance and of inviting participation from the floor kept the tempo fast and proved stimulating.



Before a man even picks up your letter, your letterhead goes to work. Quick as a flash, it makes an impression through his photographic eye. That is why it is so important to use a letterhead that

## Looks Good



a letterhead on a bond that has the clean, cool, business-like appearance of genuinely watermarked Atlantic Bond. Send for our new free portfolio of Eastern Fine Papers for Business.

### Atlantic Bond

Made by
EASTERN CORPORATION
BANGOR, MAINE

We are pleased to announce that

JOHN G. NEUKOM

a Principal in our Firm specializing in marketing and organization

TO OUR
PACIFIC COAST OFFICE

#### McKinsey & Company

Management Consultants

NEW YORK 17, N. Y.

BOSTON 10, MASS.

SAN FRANCISCO 4, CAL.

Lincoln Building 60 East 42nd Street Second National Bank Bldg. 75 Federal Street

\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*

Russ Building 235 Montgomery Street



No More Fumbling for Salesmen: This presentation solves the problem of selling two lines of products unrelated in use, but manufactured by the same company—and useful for all industries.

## **Double Duty for Industrial Advertising Dollars**

National Adhesives and National Starch Products sell two dissimilar lines, each through a widely diversified group of industrial markets. They can't cover all potential markets with advertising, but smart merchandising of copy appearing in primary media helps them to cover additional firms and persons with buying influence.

Based on an interview by Etna Kelley with

G. B. CLORAN

Advertising and Sales Promotion Manager National Starch Products, Inc. New York City

HEN National Adhesives acquired facilities for producing starch, in order to insure one of its principal raw material sources, the company acquired a dual personality.

It has continued large-scale production and sale of a complete line of glues, pastes, gums, and resin adhesives through its National Adhesives Division. But possession of starch resources made it necessary to market a new line of industrial starch products, such as food starches, textile sizes and dextrines under the corporate name, National Starch Products, Inc. Through these two main divisions, the company now sells to an extensive and widely diversified list of markets.

Setting up an advertising program for these two groups of products has not proved simple. While it is advantageous to be able to say, as National can, "Practically every industry offers a market for us," it is something else again to try to blanket the Nation's industrial media structure while spending only a normal industrial advertising budget-small in comparison to most consumer adver-tising budgets. Then there is the problem of keeping separate the identity of the two divisions. Starches are widely used in food products, and it is not desirable to market in that field under a name descriptive of, and for 50 years associated with a line of industrial adhesives.

The dual nature of the organization also affects its sales structure. In addition to the main office in New York City, there are regional headquarters in Philadelphia, Boston, Chicago, Indianapolis, and San Francisco

-with branches in principal cities throughout the country. The method of selling is geared to the individual market. In some instances, sales engineers serve both the adhesive and starch markets. There are also specialists, in such fields as food, textiles and paper, whose education and experience qualify them to handle the requirements of highly technical industries and applications. In all, there are more than 100 field men attached to National's 14 regional offices. In addition, there are service engineers, "trouble shooters" who, in an emergency, can reach any plant in the country within 24 hours. Some of these experts represent the "Resyn" Department and handle synthetic resin adhesives only.

#### Brochure Serves Both Fields

To illustrate the provisions for salesmen covering both markets, let us examine the color brochure titled "An All-Industry Advertising Campaign Opens Up the U.S.A. for National." It is comprised of two sections, one devoted to adhesives and the other to starch products, with pockets in each section for reprints of advertisements and literature. With this arrangement, the salesmen selling to both markets may withdraw material from either section, without fumbling. The back and the front covers of the brochure (striking designs, in red and black, putting across the "allindustry" idea) are the same, so that a representative contacting only the markets for adhesives or for starches may split the folder in the center and display only that section which interests his prospect.

Another of National's policies is that of compensating for a limited



Mutual DON LEE THOMAS S. LEE, President
LEWIS ALLEN WEISS, Vice-Pres. & Gen. Mgr.
SYDNEY GAYNOR, General Sales Manager
5515 MELROSE AVE., HOLLYWOOD 38, CAL.
Represented Nationally by John Blair & Co.

budget to be spread over a wide range of prime market media, by merchandising its advertising to secondary, confined markets.

To understand this, we must start with an analysis of the different levels toward which National's advertising is directed. In the field of adhesives, National wants to reach:

1. Management—Policy - makers and production superintendents, also sales supervisors who, conceivably, would want to know the influence these products exert on the display value and utility of their packages.

- 2. Operations—Foremen and machine operators in packaging, fabricating and shipping departments who are concerned with production.
- 3. Traffic Manager— Efficient shipping and warehousing are of interest to him, and adhesives are related to nearly all materials handling problems.
- Purchasing Agent—Others may make recommendations, but often the final decision rests with him.

Obviously, National's advertising must reach not only a great many kinds of companies representing 2 great many industries, it should also reach people engaged in different activities within such companies. To reach them all through publication advertising is impractical—if not impossible. National gets around this difficulty by direct mailing of preprints and reprints of business paper advertisements.

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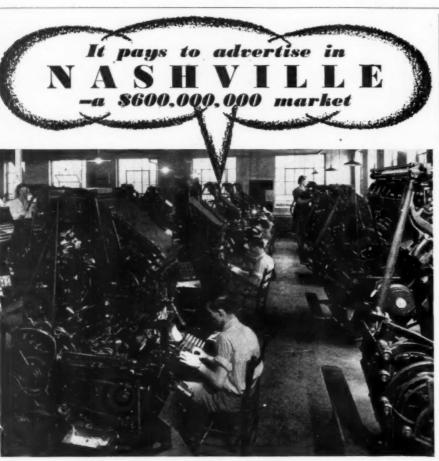
Another complication is the number and variety of small industries which are, in proportion to their size, important users of National Adhesives' products. There is no trade magazine published especially for the 68 manufacturers of paper drinking cups and drinking straws. National reaches them through horizontal media and by direct mail, using preprints or reprints of advertisements which have real meaning for them.

D . . . II 6 1

#### Preprints Are Useful

The company has found it helpful to distribute preprints '(advertisements not yet published) to special prospects and customers. Their current campaign features a series of appeals with the heading "When an adhesive must . . . (Resist the elements . . . Be amphibious . . . Set on the double . . . Be a good mixer . . . Machine cleanly, etc.) . . . ." It would be wasteful to wait until one of these requirement variables is covered in a published advertisement before utilizing the appeal in an obvious market, so National mails out preprints of the advertisement whenever the time is ripe for doing so. This, of course, requires the cooperation of their advertising agency, the G. M. Basford Co., but the plan works, as National has dem-

Preprints and reprints are also considered useful sales tools for the company's salesmen. This is indicated by the production of the two-section brochure, mentioned above, with pockets for these sheets. The text on the inner pages of the brochure is specifically designed to help salesmen. It points out the advantage of buying adhesives from an adhesive specialist, and of engineering the exact bonding agent to the specific job. On the opposite side, in the starch section, similarly appropriate arguments are used. In each instance, the list of publications carrying the advertising is given. (For adhesives-media in packaging, food, beverage, bookbinding, paper converting and chemical fields; for starches-media in foods, textiles, paper, laundry, and other fields.) In other words, through ingenious design, this brochure "packages" the advertising of National's products for its many markets, so that even an



Printing and publishing is Nashville's leading industry in dollar volume of products. As a center for commercial printing, Nashville ranks among the leading cities of the United States. Nine large church denominations print all or part of their books and periodicals here, totalling over seventy million separate pieces of church literature per year. Of primary importance in Nashville's printing industry is the Newspaper Printing Corporation, publication agent for the two great newspapers which give the advertiser blanket coverage of the Nashville market.

NASHVILLE CITY ZONE POPULATION.....257,726
NASHVILLE MARKET POPULATION......920,843

## Nashville Banner The Nashville Tennessean

EVENING

MORNING

SUNDAY

NEWSPAPER PRINTING CORPORATION, AGENT

presented by The Branham Company

inexperienced salesman may have at his fingertips the selling arguments.

60

The preprints and reprints are used extensively as stuffers with invoices, for even though a company may already be a customer, it must be kept sold on National and, in fact, may not be buying to the saturation point. A large organization might have uses for National's adhesives in several different departments. Nine times out of ten, a "National customer is also a prospect," and is always cultivated as aggressively.

National's advertising is also displayed and distributed in the company's reception rooms, through an ingenious self-service desk-top unit. For more seriously interested visitors, there is on each desk a loose-leaf scrapbook, containing a complete set of the company's current advertisements, each example of which is inserted in a cellophane-encased pocket.\*

#### Distribution Is Wide

This material is also distributed to colleges, at trade meetings, to allied manufacturers, and to such groups as Rotary Clubs, local societies and associations in cities where National has plants or offices. It is made available at trade shows and industrial exhibits where blow-ups are likely to be an integral part of the display.

A growing use for these reprints is as a tool for industrial relations. Copies are distributed to new employes as a part of their training course. Advertisements are reproduced in company house publications. The reason for this policy is the conviction that employes want to know what the company makes and who uses its products. During the war, the operation of this policy boosted employe morale and stimulated the efforts of labor to the maximum by spreading information on the many essential uses for National's products. In peacetime, employes have greater faith in the stability of their company and jobs when they realize the necessity of its products to such a variety of markets.

In addition to preprints and reprints of publication advertising, National also publishes some useful and attractive booklets, designed for specific industries. Some of these are "Trouble Shooters," since they may prevent the need of summoning one of the company's technical experts.

Few companies have exactly the same problems as those confronting National Starch Products Inc., but National's use of published advertisements has widespread applicability.

\* See "Reception Rooms Serve as Public Relations Tool," SM, September 1, 1945.



NOW - 30% MORE EMPLOYEES NEEDED

BEGINNING V-Day, Hickok's wartime payrolls started upping as overnight reconversion skyrocketed production of nationally popular Hickok's Men's Wear Accessories—orders on hand and peacetime expansion will keep things humming at Hickok's 14 Rochester-area plants!

LIKE most Rochester workers, Hickok craftsmen are skilled artisans—will enjoy steady, uninterrupted, well paid peacetime employment!

ONLY 12 other cities equal Rochester's value of industrial production. But Rochester's per capita value is highest of all! These skilled, high-wage, finished product workers make more, spend more to live better!

GOOD living also prevails throughout the rest of the 655,000 Rochester market of 267 prosperous communities and one of the richest farm areas in the East—all dominantly covered by Rochester's two fine newspapers!

Known throughout the nation, these products help give Rochester highest per capita value of manufactured products among all the large cities!



Adler-Rochester Clothes Bausch & Lomb Optical Goods Beech-Nut Coffee Blue Label Ketchup **Bond Clothes** Clapp Baby Foods Cutler Mail Chutes Delco Oil Burners Eastman Kodaks Evening in Paris Cosmetics Fanny Farmer Candies Fashion Park Clothes French's Mustard General Railway Signals Gleason Gear Cutters G-M Auto Accessories Graflex Cameras Hickey-Freeman Clothes Hickok Belts and Braces Mason & Hamlin Pianos Matrix Shoes Michaels-Stern Clothes Pfaudler Glass-lined Tanks Ritter Dentist's Equipment Shur-On Glasses Snider's Catsup Stromberg-Carlson Radios Superba Cravats Taylor Thermometers Timely Clothes Todd Protectographs Women's Arch-Aid Shoes

TIMES-UNION Evening



#### **DEMOCRAT & CHRONICLE**

Morning and Sunday

Two of 21 Gannett Newspapers

Representative — J. P. McKinney & Son os Angeles Chicago San Francisco New York

# **Nobody** knows **CHICAGO** like a **CHICAGOAN**



AYBE you know the Loop, the Gold Coast, Wilson Avenue or the West Side. Maybe you are fairly familiar with State Street, the South Side and the Yards.

But these are only segments of the second market in America-a market of factories and finance, of skyscrapers and stockyards, of hotels and homes, of railroads and granaries, of more than 4,000,000 people!

You know a Chicagoan can tell you things about the town you never expected to know. And Chicago newspapermen can tell Chicagoans plenty of things.

The Hearst Advertising Service man can lay before you the picture of Chicagoand New York, Boston, Baltimore, Pittsburgh, Detroit, Albany, Los Angeles, Seattle, and San Francisco-as nobody but a newspaperman can get it.

He speaks your sales language — for behind him he has a vast storehouse of

market facts gathered by men who are wearing out shoe leather on the sidewalks of all these cities. "Reporters with a nose for sales!"—men who live realistically close to buying power, local habits and reactions and the intimate angles so valuable in effective sales planning.

Their information is gained from service to and association

with retailers, wholesalers, sales and advertising people, from survey material and from localized knowledge of specific markets and conditions—a constant flow H-A-S man.

of facts that comes to you through the This is the sum of it: Hearst Advertising Service has, or can get, facts of first

importance to the sales manager. And the H-A-S man is ready to help you with an interpretation of those facts-just as he has helped hundreds of other advertisers. Call him in now.

#### CALL THE H-A-S MAN



#### RTISING SERVICE HEARST AD

Representing:

New York Journal-American • Pittsburgh Sun-Telegraph • Chicago Herald-American Baltimore News-Post-American • Boston Record-American-Advertiser • Detroit Times • Albany Times-Union

San Francisco Examiner . Los Angeles Examiner . Seattle Post-Intelligencer



THE "TELL-AND-SHOW" TECHNIQUE: Just telling the story of rayon manufacture isn't enough. Mrs. Whitney of American Viscose (fourth from left) supplements her explanation with a demonstration, asks retail executives to "try it yourself." Tours through one of the company's seven plants (right) crystallize the material covered at this first informal training meeting with top management.

Based on an interview by Edith Kinney with

#### LOUISE M. WHITNEY

Manager of Retail Division, Advertising Dept.

American Viscose Corp.

New York City

## Sales Training Plays Public Relations Role for American Viscose

One way to gain good-will is to give a service. And that's what American Viscose is doing in its Retail Relations Program, consisting of informal meetings with top executives and tours through one of the company plants. It's a fine technique for making friends.

ERSONALIZING a large corporation is not an easy task. But American Viscose Corp., largest manufacturer of rayon in America, has found a way: The company has turned sales training into a public relations tool through its Retail Relations Program.

Good-will building is not a new activity for education-minded American Viscose Corp. For many years it has been the company's policy to pro-

vide retailers with sales training information, and to disseminate rayon information to consumers—through department stores at the point of sale, through women's clubs and organizations, and through national advertis-

But the new retail public relations program started a little over a year ago, when the Fabric Steering Committee of one of New York City's largest department stores came to American Viscose for help. The company provided the committee with the sales training information it needed, and provided itself with a general retail sales training idea: Why not build good-will among retailers by conducting a really thorough-going, comprehensive sales training service?

"Our sales training program started as a training program should—with top management," stresses Louise M. Whitney, manager of the Retail Division of American Viscose's Advertising Department, and administrator of the Retail Relations Program.

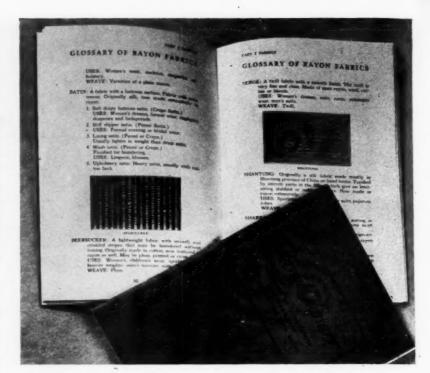
Presidents and vice-presidents of retail stores, merchandise and divisional merchandise managers, training directors, buyers and their assistants—these



#### DEALER IN EVERYTHING — SPECIALIST IN NOTHING

THIS old country store was certainly a far cry from the specialized, departmentalized retailer of today. And a far cry from the specialized merchandising publication which best serves that retailer. Haire Specialized Publications reflect the particularized, highly efficient merchandising of their buyer-readers.





TRAINING TIME-SAVER: The American Viscose glossary of rayon terms.

are the people who have been invited to participate in American Viscose's retail sales training program. These top executives represent independent department stores as well as chains, mail order houses, buying offices, specialty shops, and some manufacturers. Small stores, Mrs. Whitney emphasizes, are as welcome as large ones.

The program is two-pronged in purpose: (1) to impart an understanding of rayon manufacture and its uses in the fabric field to retailers, and through them, to consumers; (2) to explain American Viscose's place in the rayon industry and its "Crown" Tested (quality control) plan.

There are two steps in the training procedure: First an informal group meeting at the company's New York City offices. At this meeting, Mrs. Whitney tells the general story of rayon and how it is made, and the specific story of American Viscose Corp. and its "Crown" Tested plan.

"These groups are kept small purposely—are usually limited to 10 or 12 persons, to maintain an informal, personalized atmosphere and to encourage questions," explains Mrs. Whitney.

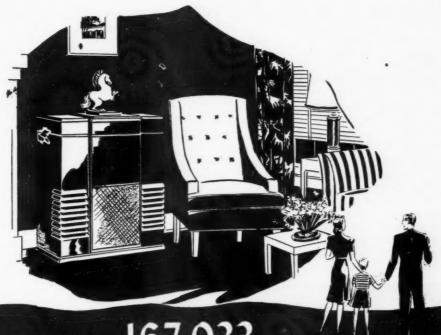
Meetings are held on an average of twice a week. They start early—last through a friendly, leisurely lunch provided for the group by American Viscose at a New York City hotel. Here is the typical procedure Mrs. Whitney follows at these meetings:

After a general introduction to put the group at ease, Mrs. Whitney, with the aid of an easel presentation, explains American Viscose Corporation's place as a yarn manufacturer in the textile industry. A chart depicts the flow of goods from American Viscose to its customers, the mills that weave and knit fabrics, and from them to converters, to finishers, to manufacturers or wholesalers, to retailers, and on through to the consumer. She then describes the company's "4-Ply Service," outlined on the presentation, which consists of:

- 1. Product Research
- 2. Fabric Development
- 3. Textile Research
- 4. "Crown" Tested Quality Control

To crystallize the story of rayon manufacture, Mrs. Whitney supple ments her own remarks with slides covering every step in the production of viscose rayon—from its cellulose stage through its processing until it becomes rayon yarn or rayon staple fiber, short lengths of rayon comparable to natural fibers such as cotton or wool. Samples of rayon at the various stages of manufacture are passed around among the group for inspection. Mrs. Whitney asks members of the group to try to twist samples of rayon fiber into yarn to demonstrate the difficulty of achieving a fine yarn.

Then, with this generalized rayon information under their belts, group members are ready to look at the large swatches of new materials developed by the company's Fabric Development Department and Textile Research Department, illustrating the versatility of rayon. This is a "feel and touch" session, with Mrs. Whitney on the fir-



# 167,033 CHICAGO DAILY NEWS FAMILIES WILL BUY 176,557 RADIOS

Again we look at a great post-war market, a market eagerly waiting for the wares of American manufacturers, a market that can be economically developed through the medium of a single newspaper—the Chicago Daily News.

A recent independent survey\* has revealed that the home-loving families who are the reader-friends of the Daily News will be very busy buyers when peace-time manufacturing produces adequate supply. For the refurnishing of their living rooms, dining rooms and bedrooms they are planning to spend millions and millions of dollars.

And for radios they will spend millions of dollars more. Furthermore, 95% of these families have made up their minds about what model they will buy. 92,715 families will buy combination cabinets...25,071 will buy plain cabinets...14,978 families will buy plain table models...12,047 families will buy midget table models...7,082 families will buy portables...6,593 families will buy combination table models.

The number of Chicago Daily News families who will buy radios is greater than all the families in Buffalo or Cincinnati or Milwaukee or Minneapolis. And can these Daily News families afford to buy? Unquestionably, II6.076 families out of the I67.033 who plan to buy a radio have incomes of \$3,000.00 and above.

Whether today or tomorrow, the Chicago Daily News and its selected mass circulation takes the advertiser directly to the heart of a vast demand. And a demand that has the means to pay for its satisfaction.

\*Conducted exclusively among regular readers of the Chicago Daily News, representing a valid cross-section, house-to-house sampling.

## CHICAGO DAILY NEWS

FOR 69 YEARS CHICAGO'S HOME NEWSPAPER

DAILY NEWS PLAZA: 400 West Madison Street, CHICAGO DETROIT OFFICE: 7:218 General Motors Building

NEW YORK OFFICE: 9 Rockefeller Place SAN FRANCISCO OFFICE: Hobort Building

ing line answering questions like: "Will this be suitable for upholstery?"
"Is this fabric as warm as wool?" "Is this one available yet?" "What about shrinkage?" "How does it launder?"

When the "Information Please" period is over, Mrs. Whitney ex-plains American Viscose Corporation's 'Crown" Tested Plan, its development, and how it has improved finished rayon fabrics for consumers.

After a brief description of the company's advertising and merchandising program, Mrs. Whitney accompanies the group to luncheon.

Before leaving, however, each member of the group is given a kit containing samples of typical training material prepared by American Viscose.

cluded are leaflets usually distributed to department stores for the education of both salespeople and consumers, as well as two useful training booklets, and other illustrated pamphlets on the steps in rayon manufacture, and on the "Crown" Tested Plan.

Especially effective as a sales training tool is the "Rayon Glossary," an illustrated booklet containing descriptions of over 100 rayon fabrics and explanations of terms used in connection with rayon, including a section on how rayon is manufactured. It is a good-will builder for American Viscose not only among retailers but also among schools, colleges, women's clubs, and civic organizations.

For those who sell rayon fashions

or fabrics to consumers, American Viscose has published "Your Guide to Rayon," which explains what rayon is and how it is made, and presents a comprehensive glossary of rayon fab. rics according to weave, with full-color 'swatch' illustrations of 24 of them. The "Guide" also describes the "Crown" rayon fabrics tests for shrink. age, seam-pulling, color-fastness, drycleaning, laundering, fading, etc., and includes the answers to typical customers' questions concerning rayon.

The second step in the company's retail relations program is a tour through the oldest of American Viscose Corporation's seven plants, locat-

ed at Marcus Hook, Pa.

#### **Informal Air Prevails**

The same informal atmosphere which pervades the first group meeting is evident throughout the tour.

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The trip is an all-day affair. Limousines transport the group from the station to the plant and back again. The morning is devoted to a tour through the manufacturing plant where the group members may actually observe the processes in the transformation of sheet cellulose into rayon

After a lunch in the company's cafeteria, the group visits the Textile Research Department-a building unique in that it is the only place in the country where practically every type of machinery used in the textile industry is assembled under one roof.\* Here the questions fly thick and fast as the group travels from the knitting machines to the weaving looms, to the wool and cotton sections, and finally to the dyeing and finishing

Before leaving, each visitor is given one booklet on the Textile Research Laboratory and another entitled, "Planning for Today and Tomorrow," on the background of the American Viscose Corp. and its employe policies.

One thing is certain: When the group returns from this tour, each member is more rayon-conscious, and, what is even more important to the company, more American-Viscose conscious.

Last year 1,250 people from 30 states and 15 countries visited the Marcus Hook plant. This year the number of visitors will exceed 2,400.

"The results so far are more than gratifying," comments Mrs. Whitney. The program is making friends for -American Viscose Corp. and the entire rayon industry."



<sup>\*</sup>A more detailed description of American Viscose Corporation's Textile Research Laboratory will appear in an early issue of SALES MANAGEMENT.



# TER ROUND TABLE

If You've Written a Letter That Gives an "Extra Satisfied" Feeling, Send It in. It May Win a Round Table Prize.

#### Sells Product Never Seen

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Beal Pipe and Tank Corp., Portland, Ore., has proven that a prospect will buy a product without seeing it. House and Leland, advertising agency, authored for the company this direct sales letter which succeeded in pulling direct orders for a product costing \$125 and one which had never been seen:

"To the Man in your Plant who has to keep Materials Moving:

"Those awkward, 'odd dimensional' loads-they're tough to handle.

"Almost every factory and find it a problem to handle long, flat, awkward loads such as metal plates, plywood, plate glass, pipe and tubing, and long or flat crated materials.

But now the 'Rol-away' truck makes such loads a simple matter.

The Rol-away has been specially designed to handle loads which no other type of truck can handle. A glance through the attached folder will show you how it has simplified such difficult jobs-faster, easier, safer, and with a lot less labor and space.

"Almost without exception, industries which deal with this type of material have purchased the Rol-away. We hope it can solve a difficult problem and save time, labor and money for you.

"Study over this folder and send in your order today. Rol-away is available for immediate shipment. Just sign the enclosed order today and join the users who are simplifying their materials handling with this unusual truck."

#### For Impatient Customers

Now that the war is over, many companies are harassed by customers who think they now should receive immediate shipment of any size order. United States Hoffman Machinery Corporation, Cleveland, racifies them with this letter signed either by the production manager or the factory manager:

"I would appreciate your help in getting the Hoffman Salesmen "off my neck." We, in the Engineering Department are de-luged with calls—letters and telegrams from our salesmen to rush your equipment.

"Frankly speaking, I am "dog tired."
We have been working "lickety split"
since the war started. We are now getting our second wind and clearing the deck

for action, so we can work just as hard for you.

When a man applies to you for a job, you expect him to brag a little Naturally, when he is trying to sell himself to you, he tells you all of the good So, please excuse it. We have served things about himself. me if I boast a little bit. Uncle Sam in his hour of need, and we served him well. We are proud of our "E" award from Uncle Sammy. We made thousands of shell casings, precision parts and many other things for him to When old Uncle bestowed the E" award upon us, he was saying, "You have done your job, and you did it well."

"We must buy equipment to operate our plant the same as you. I can well appreciate that your patience has been tried during these long weary months, while you waited. Now, that the red light has turned green, we want action from those we buy from, and so do you.

"We are going to show you action and plenty of it. But, please be patient with us until we can get the necessary material, men and equipment. We shall not lower our standard of quality in order to expedite shipment. We know that you do not want us to do this. You expect improve-ments with all the latest labor saving de-You expect improvevices. We mean to give this to you—and more—in the shortest possible time. You will be glad you waited.

"In the meantime, I want to get the Sales Department off my neck. Sure, they

want your order filled, and to see you happy and smiling. We want that too. Please tell your Hoffman Salesman to be patient, and you will be a happy customer because we are building the finest equipment that money can buy.'

#### Promotes Co-op Ad Plan

If you spend your advertising budget on a cooperative basis, you'll be interested in how Crossland Manufacturing Co., Inc., gets newspapers behind a cooperative advertising plan. The company sends this letter to advertising managers of newspapers in cities in which new accounts have been opened and reports that it has been an important factor in getting 77% of its dealers to advertise:

"Here is business for you.
"Our product, Ya-De 5-Year Guaranteed Mothprof (which is more fully described on the enclosed circular), has been placed in the following store or stores in your

"We do not advertise Ya-De nationally. It is our policy to spend our advertising funds locally; for we believe newspapers like yours, do us the most good.

The amount we spend for our dealers depends entirely upon their purchases from The figure shown opposite the dealer's name indicates how much we will spend to advertise Ya-De Mothproof for him.

This advertising fund is spent on a cooperative basis. That means we will spend the sum indicated if the dealer will spend a like amount. And that is where we ask for your cooperation.

"Within the next week or so the dealer (s) named above will have received their stock of Ya-De. They will be ready to display it and they will be anxious to start moving it. Will you, therefore, be start moving it. good enough to have a salesman call on the dealer (s) named and arrange to carry their advertising.

'We furnish newspaper mats and ads Write for them if you need them.

The enclosed classified ads have also been found effective. If the dealer's fund is small, it may be desirable to run a number of these classified ads, rather than the larger ads . . . for repetition is what counts in advertising, as you know.
"Remember, the more Ya-De Mothproof

the stores in your town sell, the more money we will spend for advertising. And we would like to spend a lot. So let's work together.

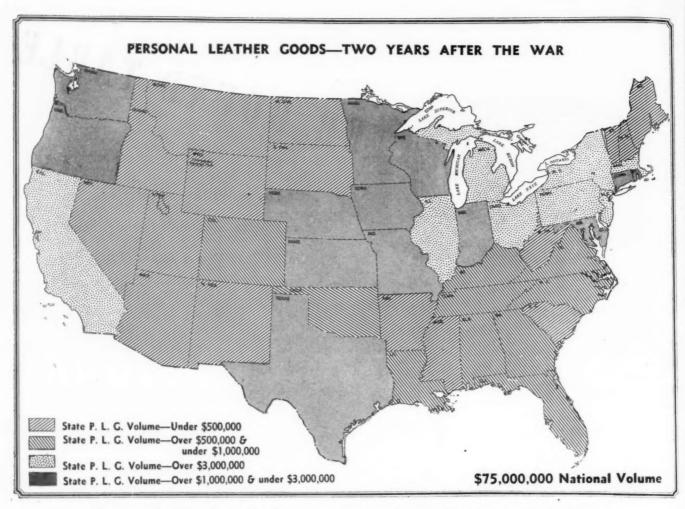
#### ROUND TABLE PRIZE WINNERS

LESLIE WATT Assistant Publisher Poultry Tribune Mount Morris, Ill.

EILEEN CLIFFORD Crystal Tube Corporation Chicago

H. G. KENDALL Comptroller Geo. W. Millar & Co. New York City

NOVEMBER 1, 1945



PROJECTING POST-WAR SALES: The figures were arrived at by using SM's Survey of Buying Power.

# Luggage & Leather Goods Assn. Plots Post-War Sales Potential

Sales Management's "Survey of Buying Power" is basis for first sales estimates, by markets, the industry has ever developed.

#### BY SUE OTT

HE luggage and personal leather goods industry has fumbled along for years without a statistical background for sales planning.

In an effort to satisfy the growing demand for sales volume and potential figures by cities and states, the Luggage and Leather Goods Manufacturers of America some months ago embarked upon a research program, the object of which was to develop a nation-wide picture of markets. The results of the project are now being compiled in a reference book for the use of all companies interested in the production and marketing of luggage and personal leather goods.

One of the basic tools used to develop the market picture was SALES MANAGEMENT'S Survey of Buying Power.

At the outset, we discovered through United States Department of Commerce records that sales volume for our industry rose and fell with changes in the curve of national income. In view of the fact that our products cannot be designated as basic necessities, it may well be assumed that-had detailed figures been available—they would have shown that consumer expenditures went beyond a commensurable increase in national income percentage-wise. However, it was decided to keep our estimates conservative, and therefore, the proportionate ratio was adopted in our research work.

Our first formulas for ascertaining the quality of markets were based on Department of Commerce data regarding income groups, occupation, education, etc., for states and counties. However, a check with SALES MANAGEMENT'S market ratings indicated only a slight variation from these figures, so the SALES MANAGEMENT index was adopted as our base.

The next step was to arrive at luggage volume and personal leather goods volume for specific areas. This was relatively simple. If a city or state showed purchasing power of \$100,000,000, we knew we could accept, with certain modifications to be mentioned, the figure of \$1,000,000 as the consumer expenditure for the product under consideration where the industry ratio (i.e., the relation of total sales volume to total national income) was, let us say, 1%. In the event, however, that the market rating for the area was 75 (100 equals national average), retail volume was adjusted to \$750,000. If the market rating for the area indicated unusually favorable market potentials, such as an index of 190, the retail volume would then be adjusted to \$1,900,000.

By this method, the national vol-

N

# Just to prove it was a SALES MEETING, Matilda!



#### Quick Facts on REDBOOK

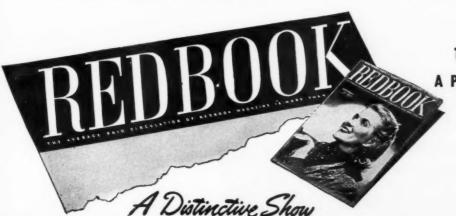
- You can buy a lot of gumdrops for 25¢, but that is no measurement of editorial responsiveness. Compare Redbook's 25¢ price against the cost of newspapers and most other magazines (5¢-10¢-etc.). Redbook buyers pay 25¢ an issue BUY TO READ!
- High editorial percentage creates cover-to-cover interest.
- Twelve insertions in Redbook give you continuity in your advertising at a low cost—in fact, only \$37,200 a year.
- 25¢ selling price contributes nearly \$4,000,000 toward paying for the NATIONAL SHOW.
- Monthly issues guarantee longer life.
- Reader Research assures constant appeal.

CONSIDER these facts at your next sales, advertising or strategic plans meeting. A NATIONAL SHOW FOR YOUR PRODUCT FOR \$37,200 A YEAR COMPLETE. A show reaching a cohesive and important audience of 1,500,000 families who enjoy good reading.

Here is an audience reached by EYE that is conditioned to VISUAL IMPRESSION by their very preference for Redbook's printed entertainment.

And because *repetition* builds *reputation*, consider Redbook's *twelve-time* full page competitive advantage in achieving BRAND PREFERENCE.

With more advertising space becoming available, NOW is the time to consider Redbook's NATIONAL SHOW FOR \$37,200 A YEAR COMPLETE.



#### To Nearly 1/5 of America— A Program of Proven Sales Power

Redbook, Cosmopolitan, and American, THE 6 MILLION FAMILY MARKET, reach almost six million homes with less than 15% duplication — approximately one out of every 5 in the United States. And a full page in every issue of all 3 magazines costs only \$160,000 a year.

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Have you been wanting LOOSE LEAF binding for your catalogs, price lists, data and reference books, manuals and the like... but found the cost of the conventional type multiple ring books too high... and lower cost, three rings too insecure? Then "NUMER-RING" is made to order for you... just as it is for all catalog users who insist on the many advantages of LOOSE LEAF at economical cost.

Because "NUMER-RING" is strong, light in weight, opens, closes and handles easily, grips and holds pages of all kinds securely. Great for thin paper! Economical enough for big circulation . . . good enough for high-quality editions. Available in  $\frac{1}{2}$ " and 1" capacities.

Hand in hand with "NUMER-RING" comes RINGBOUND... a new permanent binding for stiff or flexible covers with small-capacity page units. It is new... distinctive... opens flat... provides for outstanding backbone lettering... and takes sheets punched for "NUMER-RING" so that a choice or a combination is available for the same edition. Capacities up to ¼".

Having found our own medicine good, ourselves. The RING-BUND Cover illustrated above is our log on the NATIONAL LINE of LOOSE LEAF CATALOG COVERS. The a request on your business stationery will bring you a copy.

#### NATIONAL BLANK BOOK COMPANY

ENGINEERS AND MAKERS OF LOOSE LEAF COVERS
HOLYOKE, MASSACHUSETTS

NEW YORK

CHICAGO

BOSTON

SAN FRANCISCO

ume for the industry, after calculations, for all areas, would check with the total for all states.

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When we had completed estimated sales volume for various cities, the figures were then validated by key members of the industry (those selling nationally) by reference to their own sales records.

A pictorial exhibit of the findings of the survey was prepared and is now on display on the walls of the Association office at 220 Fifth Avenue, New York City. Geographical maps indicating estimated volume for 1944 for both luggage and personal leather goods are focal points.

#### Pre-Chart of Volume

Dollar volume for states has been interpreted in percentage ratios to U. S. volume, thus offering in piechart form the proportionate volume to be found in each state. Figures developed on per capita expenditures in the industry emerged as an interesting highlight.

To what degree this program of research will benefit the industry cannot be judged at present. Suffice it to say that many individual firms have adopted its post-war goal figures as their own goals. The figures are being used by many manufacturers as the basis for new-outlet investments.

Highlights of our findings: Estimate of the national volume in personal leather goods two years after the war is \$75,000,000. There are eight states (California, Illinois, Michigan, Ohio, Pennsylvania, New Jersey, New York, and Massachusetts) that can be expected to produce over \$3,000,000 in volume each. This \$75,000,000 goal for 1947 represent an increase of 25% over 1944.

Estimate of the national volume is luggage two years after the war is \$235,000,000. There are 13 states (California, Connecticut, Illinois, Indiana, Michigan, Missouri, Ohio, Pennsylvania, New Jersey, New York, Massachusetts, Texas, Washington) that will have sales volume over \$5,000,000.

Wanted: Sales Manager by well established nationally advertised eastern manufacturer of ethical pharmaceuticals and biologicals. Experience in handling salesmen and detail force and in selling through drug channels preferred but not essential. Should know sales training methods. Unusual opportunity for future as job is one of key men in company. Write, stating full qualifications c/o President, Box 2214, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y.

## Distributor Franchise Covers All Contingencies in Simple Terms

There's little opportunity for future misunderstandings in this standard contract adopted by Lear, Inc. for selling representatives.

HE problem of starting from scratch to build a sales structure for a new peacetime product is one confronting many companies today. Nate Hast, merchandising manager of Lear, Inc., has definite ideas on how this should be done and is putting them into practice.

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In filling his duties in the marketing and "sales styling" of the new line of Lear home radio sets, Mr. Hast can draw upon his past experience as sales manager in the New York area for Philco, as national sales manager for Emerson Radio, and as founder and owner of General Television and Radio Corp.

One of Mr. Hast's ideas is that men's sales talents should be bought, just as merchandise is bought.

"Tm not afraid of big producers," he told SALES MANAGEMENT recently. "That's what we want. We are using the incentive system, paying our men commissions. Our salesmen are factory representatives or territorial representatives. Just now, while Lear is busy with reconversion, we have little to sell to civilians, so our sales staff is just getting started. Some of our men have non-competing lines, but we hope that eventually handling our line will take all their time and effort.

"Our distributors are actually in business for themselves. We expect them to work up to earnings of \$25,-000 to \$30,000 a year. We cooperate with them in a scientific study of their territories, sales potentials, setting up quotas in relation to buying power. A typical agreement might entail payment of 1% commission on the first \$100,000 worth of merchandise sold; 1½% on the second, and so on, up to 3%, until the salesman's earnings reach \$25,000 to \$30,000 a year. Naturally, the salesman pays his own expenses."

The Lear franchise agreement is designed as an instrument to cement good relations between the distributor and the company. An attractively bound folder with a well-spaced text interspersed with sub-headings, it is written in easily understood language.

"I don't believe that a legal contract has to be difficult to read or to understand," Mr. Hast maintains. "I don't want my distributors to have to use a magnifying glass to find the six-point clause that has a catch in it; or to wade through a sea of Ands, Ors, Buts and Whereases, to find out what they are expected to do, and what we are going to do. There is no reason why a sales contract cannot be as human as a person-to-person sale."



"Here's the Lear Dealer Presentation," says Nate Hast, merchandise manager of the Home Radio Division of Lear, Inc. to Leslie Latham, president and A. L. Leverech, manager of merchandise and appliance section of E. B. Latham and Co., New York distributors for Lear Home Radios. Mr. Hast is "not afraid of big producers."



#### You can safely count these chickens BEFORE THEY HATCH!

All you have to do is look at the sales record of any good product that has made a bid for business in the Westchester Newspapers. They're going to town among 520,000 customers with money to spend . . . and they spend it!

Westchester sales of building materials exceed those of eight entire states.

There are *ten* states that don't buy as large a volume of drugs and cosmetics as this *one county*.

Food sales in 12 states don't come up to the food sales in this one county.

Send for the sales figures and let us show you how the Westchester 'Newspapers give you the most effective coverage of this silver platter market. Ask your advertising agency —they'll tell you.

> A Few National Advertisers Who Have Cashed In On The Rich Westchester Market:

Astor Tea & Coffee \* Swan Soap Beechnut Products \* Coca Cola Presto Cake Flour \* Arrid Johnson & Johnson \* Vick's Vatronol Tu Yu Perfumes \* Camel Cigarettes American Radiator \* Budweiser Beer



Covering
THE 14th MARKET
IN AMERICA

Represented Nationally by the KELLY-SMITH COMPANY New York

## WE BOUGHT 'EM FROM A FIRM IN DETROIT

# I've Forgotten the name

"The salesman was a big fellow who wears bright neckties. He hasn't been here for over a year."

When you don't see them they forget you. This happens frequently with customers in small towns during these times. Skeleton sales forces and rationed gasoline made it difficult to keep close contacts. And yet with 56% of the retail outlets of the U.S.A. in towns under 25,000, this is entirely too big a market to be neglected. There is one good way to keep them thinking of you. Put your advertising in PATHFINDER, the weekly news magazine published for people in the smaller cities and towns. The leading merchants of Main Street read it. The leading citizens of the community, men and women, give it their attention. PATHFINDER is a family publication.

ONE MILLION CIRCULATION
Guaranteed by December 1, 1946





# Pathfinder

GRAHAM PATTERSON, Publisher

PHILADELPHIA 5

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setti

ADVERTISING OFFICES

Philadelphia, 230 West Washington Square • New York, 420 Lexington Avenue
Chicago, 180 North Michigan Avenue • Detroit, General Motors Building

The Lear tranchise consists of 30 simple paragraphs stating the terms and conditions of the agreements and setting forth Lear's obligations in advertising and dealer helps. The franchise follows:

Agreement made this . . . . day of ..... 194..., between

#### LEAR, INCORPORATED,

a corporation, bereafter called "Lear", and

a corporation — copartnership — indi-vidual, whose address is hereafter called "Distributor".

#### Witnesseth:

Lear intends to engage in the business of producing and selling home radio sets and Distributor desires to purchase from Lear and resell at wholesale for the retail rade, such sets in certain territory, but subject to Lear's policy of controlled dis-tribution, all upon the terms following. Now, THEREFORE, the parties agree as fol-

#### l. Exclusive Territory.

The following territory is hereby allotted to Distributor for wholesale distribution to the retail trade of Home Radio Sets bearing the name of and sold under the name of "Lear," to-wit:

It is understood this comprises exclusive territory, and Distributor agrees not to offer for sale or sell Lear Home Radio Sets, whether received from Lear or any other source, outside of said territory.
While this agreement is in effect, Lear
agrees not to authorize any other distributor to sell Lear Home Radio Sets in said territory.

#### 2. Distributor's Purchase Quota.

In consideration of the territory allo-cated to Distributor and the agreements hereof, Distributor herewith agrees to purthat from Lear, (\$ ), at net prices, of Lear Home Radio Sets, deliverable over the period of one year from the date when manufacture of the Sets is begun by Lear.

#### 3. The Products.

Lear agrees, as and when it is in production of Home Radio Sets, it will have fine quality instruments, designed by foremost engineers as chosen by Lear. The term "Home Radio Sets" to be sold to and by Distributor, as said term is here used, shall only include receivers to be sold at retail under the "Lear" trade name consisting of (a) radio receivers-table, portable and console models; (b) combination radio-phonograph table and console models; (c) television receivers; and (d) radio receivers incorporating magnetic wire recorders; as and when Lear believes items (c) and (d) are commercially possible.

#### 4. Commitment.

In reliance up the agreement herein of Distributor to purchase the dollar quota of Lear Home Radio Sets, as before stated, Lear agrees to produce for Distributor, Lear Home Radio Sets, within a reasonable time after permitted under all applicable statutes, laws and regulations. If, due to priorities or any law or regulation, Lear's planned production of Home Radio Sets is reduced, then Distributor agrees to accept a proportionately reduced quota.

#### 5. Production.

Lear will schedule its various models of Home Radio Sets for production on a

percentage basis, making more of some and less of other models, and Distributor agrees to accept these various models, substantially in the percentage so produced by Lear, as applied to Distributor's dollar purchase quota.

#### 6. Distributor's Cost.

On or prior to date of production of Lear Home Radio Sets, Lear will establish retail list prices for all models, less pro-posed discounts to Distributor of 50% and 10%, FOB Lear plant; such list and Distributor's prices to be in line with competitive prices for comparable merchandise.

#### 7. Delivery.

It is further understood that unless a

portion of the Lear Home Radio Sets hereby ordered, is available for delivery to Distributor, substantially at or about the time that Home Radio Receivers are delivered by the major radio manufacturers to their respective distributors, Distributor may cancel this order and agreement, if notice is given Lear within 15 days thereafter, unless delivery is made during the

#### 8. Weekly Inventory Report.

Distributor agrees to maintain a com-plete inventory of Lear Home Radio Sets and parts and to send to Lear detailed itemized statements of such inventory each Saturday morning. Lear will supply the forms for such reports which, among other things, will require a statement of the

## IMPORTANT CHANGE!!!

THE FIFTH ANNUAL DIRECTORY OF POST EXCHANGE Will Be Included In The Issue Of

## JANUARY 1946

The four previous issues of this Annual Directory number were published in February. To conform with present day procurement requirements, the Fifth Annual Directory number will be advanced to the JANUARY, 1946 issue. Be sure your advertising schedule conforms with

this change.

You will want to make certain your schedule of space is consistent with the lasting value of this January issue which is used throughout the year as a buying guide by PX and Ship's Store

With Post Exchanges and Ship's Stores in this country busier than at any time in the past five years, the "PX" market offers important immediate profits to American manufacturers.

For further information on the present and future benefits available through the markets covered by POST **EXCHANGE**, contact our negrest office.

... A Youthful Market With a Great Future

T EXCHANG

Main Office - 292 Madison Ave., New York 17, N.Y.

HARLEY L. WARD, Inc. 368 N. Michigan Ave. CHICAGO I, ILLINOIS

ATLANTA 3, GA.

Gartield Building Russ Building 915 Olive Street LOS AMGELES 14, CAL. SAN FRANCISCO 4, CAL. ST. LOUIS 1, MO.

WALTER W. MEEKS SIMPSON REILLY, Ltd. SIMPSON-REILLY, Ltd. FRED WRIGHT CO. DUNCAN MACPHERSON
101 Marietta Cartield Building Russ Building 915 Olive Street 700 So. Washington Sq. PHILADELPHIA 6, PA.



### RUNNING TRUE TO FORM

18 years ago the News-Post set the pace when it became the most popular evening paper in Baltimore. It's running true to form today — still the evening paper that most Baltimoreans read. And not because of luck, or contests — but because it's the kind of paper people enjoy reading. Well-written, accurate reporting. Well-known feature writers. To sell Baltimore, make your choice the people's choice.

# Baltimore News-Post

NATIONALLY REPRESENTED BY HEARST ADVERTISING SERVICE

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Sets received, shipped, sold and on hand.

#### 9. Change of Models.

Lear agrees not to change models unduly, unless the art or conditions or trends of styles call for such changes, in which event Distributor will be given ample and reasonable notification.

#### 10. Change of Prices.

If Lear makes a reduction of net cost to distributors on any specific model of Lear Radio Sets, then Lear agrees to allow Distributor, credit for the difference between the price paid by Distributor for all such specific models then owned and unsold by Distributor and the reduced price of such specific model. Such credit shall be allowed Distributor, only if the regular weekly inventory reports have been furnished to Lear.

#### 11. List Price Maintenance.

It is the policy of Lear, to maintain the established list prices for all Lear Home Radio Sets. Accordingly, Distributor agrees (subject to all applicable laws) to require Distributor's dealers to maintain such list prices and not to cut or reduce such prices, directly or indirectly, nor to display any reduced prices as to floor or window models, or via the mail or otherwise. Also, neither Distributor or dealers shall grant any so-called "courtesy" discounts.

#### 12. Serial Numbers.

Lear will place a serial number on every set and a record will be kept of all serial numbers, in an effort to protect sales markets.

#### 13. Faithful Acceptance of Merchandise.

Distributor agrees to accept all Lear Home Radio Sets contracted for herein, and will accept up to 20% of the total amount, as soon as Lear is ready to make shipment. The balance shall be spread over the period of one year from date of first shipment, in installments as Lear makes deliveries based on its production.

#### 14. Payment.

Distributor agrees that the Home Radio Sets will be paid for as invoiced, with 2%—ten days F.O.M. Distributor agrees to furnish financial statements to Lear's

Credit Department on request and Lear shall have the right at any time to refuse to extend credit to Distributor where Distributor's account or financial position does not, in Lear's judgment, justify extension of credit.

#### 15. Dealers' Names.

On signing this agreement, Distributor will furnish Lear with the names of all present and prospective dealers who will sell Lear Home Radio Sets in Distributor's territory, this being desirable for direct mail campaign by Lear to such dealers.

#### 16. Dealers' Franchise.

Distributor agrees to use forms furnished by Lear, in franchising dealers to sell Lear Home Radio Sets in Distributor's territory. It is understood that no dealer shall be deemed to be the agent of Lear for any purpose whatever.

#### 17. Key Accounts.

With consent of Distributor, Lear may establish certain important key accounts in Distributor's territory, where volume and prestige may increase sales of Lear Home Radio Sets. Where Lear sells such Key Accounts direct, so established with consent of Distributor, it will be at list price of Lear less 50%, or possibly at 50% and 5%, net, FOB Lear plant. When Lear receives payments from Key Accounts, then Lear will credit Distributor with an override equal to at least 5% of the net sums paid by such Accounts, for Lear Home Radio Sets sold in Distributor's territory.

#### 18. Dealer's Stock.

Distributor agrees that at all times Distributor's dealers will maintain a complete line of Lear Home Radio Sets on the floor of each store, as floor samples, and also maintain an adequate stock of Sets in dealers' warehouses, so as to make prompt and efficient delivery to customers.

#### 19. Display of Merchandise.

Distributor agrees to require all Distributor's dealers at all times, to display Lear Home Radio Sets to the best advantage in windows, on sales floors and in other places exposed to public view.

#### 20. National Advertising.

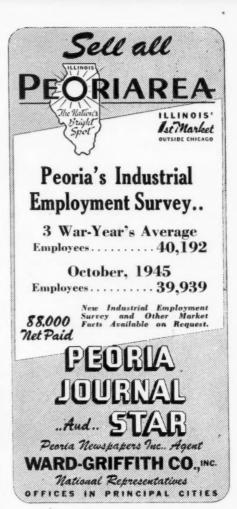
Lear agrees to carry on a consistent

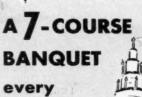
"We generally assume that selling effort is cut when sales volume falls off—rather than the reverse. I think this is due to the way it often happens, to the hysteria of depression cycles, and often to a short-sighted and erroneous idea that circumstances sell the goods any way and that money spent on selling is waste.

"You would think that this fallacy that selling is waste would long since have vanished, particularly in America, which has been built on and through selling. But at times, and particularly during times of great demand for goods or in

declining economic times, we face the absurd conclusion that by less selling effort we can 'save' money, It never works that way, my friends—we always end up by spending several times as much, When you pull the fire under a boiler, it always takes a lot more coal to get up steam again than if you had kept the fire burning all the time."

WALTER D. FULLER
President
The Curtis Publishing Co.
Philadelphia, before the
Boston Conference on Distribution
October 15, 1945.





morning

What a feast we serve the Buffalo market every morning!

And, now, to top it off, we've added the world-famous Reuters Foreign News Service—with 2000 correspondents and a 100-year career of news scoops

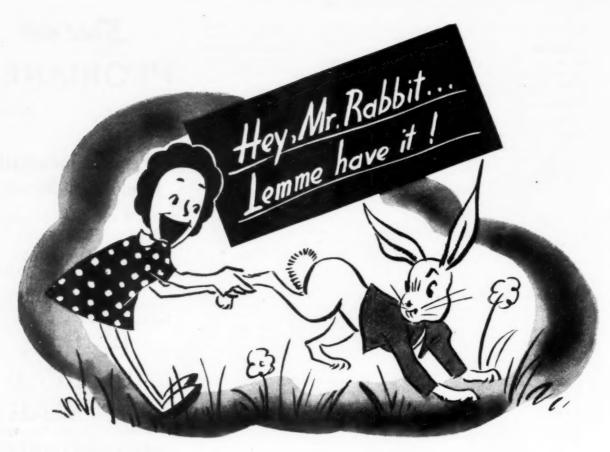
With AP—UP—INS\*— Chicago Tribune\* - New York Times\* — Reuters\* — and brilliant local coverage

the Courier-Express
Delivers the Goods!

\*AND these are exclusive!

Buffalo Sepress.
Courier Sepress.

BUFFALO'S ONLY
MORNING & SUNDAY NEWSPAPER



Lucky Dittsburgh

Yes, Pittsburgh is lucky! For here employers are clamoring for more workers to help them fill a huge backlog of orders. The transition to peacetime production was so rapid that it was over before it began! Steel which goes into automobiles is the same steel which went into tanks. So it is with aluminum, glass, coal, electrical equipment, coke—from Pittsburgh's mills and mines to America's assembly lines that are now geared for promising postwar production. Here advertisers find a ready market for their products—particularly when selling through Lucky Pittsburgh's Post-Gazette to families who had no paypause troubles.

THE NEWSPAPERS ARE THE GREATEST ADVERTISING MEDIUM IN AMERICA

Because

only in newspapers can you change copy overnight so as to tie in with the day's news.

# Pittsburgh POST-GAZETTE

One of America's Great Newspapers

REPRESENTED NATIONALLY BY PAUL BLOCK AND ASSOCIATES

New York • Chicago • Philadelphia • Boston • Detroit • San Francisco • Los Angeles • Seattle

[146]

SALES MANAGEMENT

# HOWEST HUS

## for your Postwar Sales

Department Stores have momentum to move through reconversion without faltering. While other retail outlets may have to rebuild or pick up speed from an idling position, Department Stores have no reconversion problem . . . their sales volume has increased with every wartime year. It will pay to take advantage of this momentum.

Their financial position is secure . . . their organizations are strong and well trained . . . and their billion-dollar postwar improvement plans will make them still better retail outlets in the years to come.

Manufacturers who will need volume sales to back up their rapidly increasing production of civilian merchandise, should take immediate steps to line up Department Store distribution and support... to win the recognition of the entire Department Store team—president, merchandise manager, buyers, advertising and display managers and training director—all of whom sit in on decisions to stock and promote new lines as well as to install new equipment.

An efficient and profitable advertising medium to reach this market is the Department Store Economist... for it is edited to bring every member of the management team authoritative information vital to their collective success.

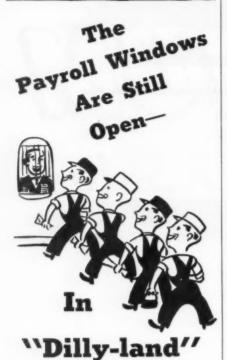
## DEPARTMENT STORE ECONOMIST

A CHILTON D PUBLICATION



100 EAST 42d STREET, NEW YORK 17, N.Y. · 56th and Chestnut Streets, PHILADELPHIA 39, PA.; 29 East Madison Street, CHICAGO 2, ILL.; 1836 Euclid Avenue, CLEVELAND 15, OHIO; 10 High Street, BOSTON 10, MASS.; WEST COAST: Simpson Railly, Ltd., Garfield Building, LOS ANGELES 14, CAL.; Russ Building, SAN FRANCISCO 4, CAL.

B



#### Yes...No Reconversion Problem Here

Just like all through the war - the payroll windows are still open. You see, in the great Fort Smith (Arkansas) area there were few war babies ... as a result. no shut-downs for reconverting plants to civilian production. Our resources, our manufacturing (most of which, during the war, went to Uncle Sam) now goes right out to the public!

#### We're Ready-Are You?

Yes we're workin' as usual, making plenty of money and ready to buy what you have to offer. Tell us about your products!



Bill Dill

P. S. You can reach us through



Morning, Evening and Sunday the ONLY advertising medium that reaches the Fort Smith area with EFFECTand that's a FACT!

Represented Nationally by BURKE, KUIPERS & MAHONEY, INC.

national advertising campaign in consumer magazines as it determines, commensurate with the company's national volume.

#### 21. Local Advertising.

When Distributor has taken delivery of Lear Home Radio Sets under the order here given, and has adequately exposed Lear receivers for sale through dealers in Distributor's territory, then Lear agrees Distributor's territory, then Lear agrees to release such local newspaper advertising in Distributor's territory as it believes is in line with Distributor purchases.

#### 22. Sales Promotion.

Lear agrees to make available to Distributor, such material as Lear produces in the way of counter pamphlets, sales brochures, window displays, store displays and mailing pieces, etc., all at a nominal price not in excess of net cost to Lear.

#### 23. Service.

Distributor agrees at Distributor's expense to maintain an adequate service department to service Lear Home Radio Sets held or owned by dealers in Distributor's territory. Also, Distributor agrees to require Distributor's dealers to maintain an adequate service department for use by the public owning Lear sets in Distributor's territory. Lear will sell to Distributor, spare parts at the regular wholesale prices maintained by Lear.

#### 24. Exclusive Arrangement.

While this agreement is in effect, Distributor agrees not to sell or distribute any home relio or phonograph sets manu-factured or produced by any other person, firm or corporation.

#### 25. Failure of or Delays in Delivery.

Lear shall not be liable to Distributor or dealers, for failure or delays in ship-ping or delivering, any Lear Home Radio Sets here ordered or which may be resold by Distributor to dealers, where any such failure or delay is due to strikes, labor troubles, fire, flood, delays in delivery of or inability to obtain materials or parts, litigation, or other cause beyond the con-trol of Lear, or due to any laws or regulations.

#### 26. Duration.

This agreement shall remain in force for a period of one year from the date Lear begins production of Home Radio Sets or until December 31, 1948, whichever of said dates is the earlier. Thereafter, if this agreement has been carried out by Distributor, then Distributor on sixty days' prior notice, shall have the first option to make a new agreement with Lear, on terms mutually acceptable.

#### 27. Adjustments Between Distributors.

If Distributor sells or ships Lear Home Radio Sets outside of Distributor's territory, then Distributor agrees forthwith to repurchase all such sets and on failure to do so shall be liable to distributor in the territory where such Sets were sold for all damages and also Lear may cancel this agreement. However, Lear shall not be liable to Distributor for sales or shipments made by other distributors to Distributor's territory, but Lear will give all information to Distributor, to locate concerns making such unauthorized sales.

#### 28. Guarantee.

All Home Radio Sets manufactured or sold by Lear to Distributor, shall be subject to Lear's guarantee against defective workmanship and material, in such form as customarily used by Lear from time

Ads, Photos, Testimonials **Price Sheets, Presentations** 

### LOOK LIKE A MILLION

in the new **Post-War Improved** 

V.P.D. TRANSPARENT ALL-PLASTIC ENVELOPES



Better selling presentations win bigger sales! "Dress up" your ads, photos and other material by inserting them in these Transparent Plastic Envelopes. They're made of crystal clear cellulose acetate. Thermo-welded closed on 3 sides .The best envelope on the market. 31 sizes for all ring book needs. Letter size  $11 \times 8 \frac{1}{2}$  — list price each 35c. Free sample on request.



Also V.P.D. Transparent Plastic Open End Folders

Thermo-welded on two edges with double reinforced transparent flap. The last word in trans-

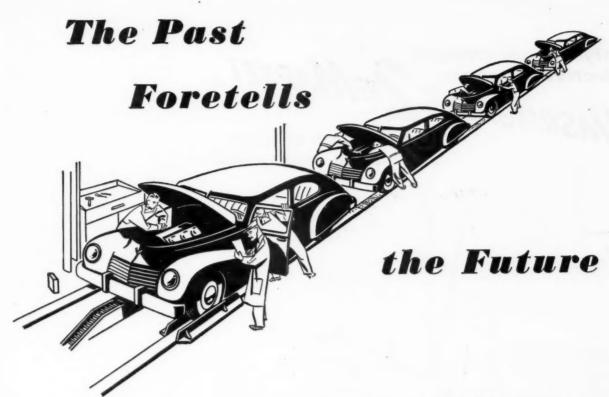
parent ring book folders. 8 sizes for all ring book needs. Letter size - list price 30c. Free sample on request.

#### Also V.P.D. Sealed-in Service

Imagine your ads, photos or anything that is printed or lithographed on paper or cardboard completely sealedin on 4 edges between two sheets of lustrous crystal clear, cellulose acetate! Perfect for easeling, for hanging, or for carrying individually for dramatic presentation. Your display remains new, fresh and undamaged in this greaseproof, dustproof, waterproof, weatherproof transparent panel. Send in a sample of your material and we seal it in for you. Ask your dealer for V.P.D. Transparent Holders.

#### JOSHUA MEIER CO.

36 East 10th Street, New York 3, N. Y.



In the era following the first World War, Michigan led the country in industrial production. History is repeating itself.

Durable goods and millions after millions of automobiles during the first ten postwar years will roll from Michigan assembly lines. Cars, parts and many other consumer commodities originate in the eight Booth Michigan cities. From diversified industries, plus bountiful agricultural resources, Booth Michigan markets enjoy one of the highest per capita incomes in the world.

The strongest buying influence in Michigan's "other half" is Booth Michigan Newspapers, serving "from the inside," a population of 1,794,812 (A.B.C.). With a circulation of more than 360,000, Booth Papers go into 7 out of 10 homes in their A.B.C. trading territories . . . 97.8% by carrier.

Today your advertising can reap a full harvest in Booth Michigan Newspapers with a minimum of space restrictions.



For detailed information on Booth Michigan Markets, ask:

Dan A. Carroll, 110 East 42nd Street, New York City 17

John E. Lutz, 435 N. Michigan Ave., Chicago II

\* 2,602,955 of Michigan's 5,256,106 population live outside of Detroit's Trading Area.

## BOOTH Michigan NEWSPAPERS

GRAND RAPIDS PRESS · FLINT JOURNAL · KALAMAZOO GAZETTE · SAGINAW NEWS Jackson Citizen Patriot · Muskegon Chronicle · Bay City Times · Ann Arbor News WASHINGTON'S ZNO MARKET \* . large and small!



No. 11 of a Series

TACOMA'S huge war-time shipyard now becomes a U. S. Navy repair base-a permanent peacetime payroll. But "big ships" are only part of the picture! For here, on Puget Sound, is the center of an extensive wooden boat industry, too - turning out fish boats, tugs, work and pleasure boats. This important, continuing, basic industry-building a product recognized for excellence all over the country-is just one more of the many reasons why Tacoma-Pierce County ranks as Washing-

ton's Second Market - a "must buy" on every newspaper schedule.



See how daily newspapers rank in their coverage of Tacoma-Pierce County's 64,700 able-tobuy families:

#### THE TACOMA NEWS TRIBUNE

Second	Tacoma	Paper .		50%
Seattle	Morning	Paper .		11%
Seattle	lst Even	ing Pape	r.	5%

For Details, Ask Lorenzen & Thompson, Inc.



Covering Washington's Second Market

#### 29. Cancellation.

If Distributor violates or fails to keep any agreement here contained, then Lear may forthwith cancel this agreement. On such cancellation, Lear has option for thirty days thereafter to purchase all or any part of Lear Home Radio Sets and parts which Distributor then has on hand, at prices equal to the then current net wholesale distributor's prices therefor or the cost to Distributor therefor, which-ever is lower, all FOB Lear plant, reduced by the cost of repairing or reconditioning any such sets or parts.

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#### 30. Miscellaneous.

It is understood Distributor is an independent contractor and is not the agent of Lear, for any purpose whatever and has no authority to enter into any contracts or assume any obligations for Lear, nor to make any warranty or representation on behalf of Lear. Distributor may not assign this agreement without the written con-sent of Lear. This agreement shall be approved by Lear's Director of Sales, Home Radio Division, and thereafter accepted by Lear either at its plant at Piqua, Ohio, or Grand Rapids, Michigan, by signature of one of the executive officers there. This agreement is deemed to have been en-tered into in Grand Rapids, Michigan, and shall be construed and enforced in accordance with the laws of Michigan. No waiver or alteration of the provisions of this agreement shall be binding, except if evidenced in writing and signed by an executive officer of Lear.

#### LEAR, INCORPORATED

Vice President Approved:

Director of Sales, Home Radio Division

#### DISTRIBUTOR

Thus far about 40 distributors have been signed throughout the United States. They have been carefully picked, with particular attention given to the exact limits of each distributor's territory.

As part of Lear's program for humanizing franchise agreements, Mr. Hast has adopted the policy of making the signing of these documents a pleasant ceremony. Usually there is a luncheon or dinner, at which the distributor and his key men are guests. Other Lear officials besides Mr. Hast attend if possible.

The 15-year-old Lear organization, with central factories in Grand Rapids, Mich., has its sales headquarters in Chicago. It employs an average of 5,000 persons in plants from coastto-coast. The company shipped approximately a million dollars' worth of war products each week, chiefly electrically operated actuating systems for the aircraft industry.

Months before V-E Day plans were under way for large-scale peacetime production of home radios and wirerecording units. Home radios were advertised nationally, through Kudner Agency, Inc., at first in national magazines and later over the American Broadcasting Co. network, with Orson Welles featured.

Lear distributorships are being established at a pace which seems deliberate, if not slow, in comparison to the mad scramble characterizing the organization of sales structures by some other companies. But Mr. Hast believes in building firmly for the future, from the ground up.

"It would be no trick at all to sign up 100 or more distributors for almost any appliance today," he points out. "The difficulty will come later, when the manufacturer attempts to meet the pent-up demand for the product through such a large number of outlets. We know that each distributor we sign will actually get the number of units promised him. We will not have to spread our production while demand is abnormally high.

Lear expects to be able to fill orders within the near future. Meanwhile Mr. Hast is preparing the sales staff for the big job ahead. If events progress as planned, Lear radio sets and wire recording equipment should be found in many American homes within the next year or two.



The magic that unlocks this striking new box lies in your own fingertips. A mere finger touch and-flip!



-the lid of your \*Flip-It Box springs open for your convenience. In burnished copper on walnut or mahogany, or in sterling silver on an ebony base-for cigarettes or cards. Soon at your dealer's. \*Reg. U.S. Pat. Off.

FROM THE Barr FAMILY OF

Address Dept. SM





## FIBREBOARD'S SLOGAN TELLS A

The Brisacher-created line, "It's the way your goods ARRIVE that counts!" has keynoted Fibreboard Products advertising for the past fifteen years. It is more than a mere advertising phrase...it has become the cornerstone of Fibreboard selling in a highly competitive field.

Fibreboard Products, Inc., is one of America's largest manufacturers of shipping cases, cartons, and other containers. Its advertising is logically concentrated in trade publications and exemplifies our ability and desire to create advertising for technical, as well as general products.

The gamble of Tomorrow can be transposed into a proved pattern of accomplishment— NOW—while the war still goes on. If you are not building a broader base for your product today, your sales are apt to reflect this omission tomorrow. If you are only marking time with your advertising dollars, our market-ampling operation could convert them into acorns that will grow into tomorrow's accomplishment.



ADVERTISING ENGINEERS ESTABLISHED 1919

MAIN OFFICES San Francisco • Los Angeles • New York

RADIO HEADQUARTERS Hollywood

SERVICE OFFICES

Portland • Seattle • Chicago • London, England



# Post Advertising

THE great names of industry and business are those that have used Post advertising pages consistently through the years.

Today, as it was yesterday, and will be tomorrow, The Saturday Evening Post is the most effective advertising medium for creating and maintaining national brand leadership.

Year after year, in every community, in every neighborhood, in every income group—Post readers are the first to buy the new and better things. They set the pace, creating and influencing the demand that establishes brand preference.

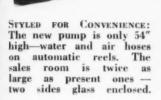
Post readers are the nation's best customers, with living standards and incomes high above the average. They have the money to buy the things they want.



Survey after survey proves that people pay more attention to advertising in The Saturday Evening Post than in any other magazine.

the

Evolutionary rather than revolutionary, the new station is highly functional. Its design is based on Shell's concept of the station operator as a merchant, and of the station as a service center. There will be a showroom for a much wider variety of merchandise.



## Shell Oil Co. Unveils a Model Service Station For Peacetime Selling

HELL Oil Co. has unveiled its model service station for peacetime selling—and the American motorist is in for some big

The model station has been built at the company's waterfront depot in the Greenpoint section of Brooklyn, N. Y., and is the product of two years of research, study, and planning on the part of Shell's executives, marketing experts, field salesmen, and outstanding service station operators, guided by opinions gathered in a survey of 180,000 members of the motoring public.

"The wartime lull in our Sales Department resulting from the rationing of gasoline, gave us a little time for thought," says P. E. Lakin, Shell's vice-president in charge of marketing, "so we decided to investigate from the beginning the needs of the motorist, both for himself and for his car, and to create afresh a unit to serve these

needs.

"Twenty-five years of successful marketing experience were discarded, and we started from scratch with two automobiles around which we built a station. It wasn't, however, the station over in Brooklyn today. For the past year and a half our marketing executives, sales engineers, division managers, field men, and outstanding service station operators from all over the country were called in, group by group, to criticize the station and offer suggestions. Their suggestions have been followed, and the 'made to measure' station we are now ready to build is for the first time really scientifically designed. . .

"But in creating this new station our considerations have not ended with the motorist. We've also planned a number of new features, notable among them the addition of many items of non-automotive merchandise, to make of the service station an attractive small business for the returning veteran. The operator of the serv-



SIX-STEP EFFICIENCY: A lubrication job can be done without moving more than six steps away from the car. All the service equipment is mobile.

ice station of tomorrow will not be a 'grease monkey,' but a merchant and a respected citizen of the community which he serves."

The architecture of Shell's model station is highly functional. While the architectural lines do not represent a radical departure from pre-war stations, the new station will have a different appearance because it will be built inside and out of impervious materials such as glazed brick, tile, smooth plastic glass blocks, and per-

haps even pressed blocks. "Efficiency, cleanliness, faster service, comfort, and convenience—the motorist has every right to expect these features in tomorrow's service station," says Mr. Lakin.

Construction cost of the new station is approximately \$15,000, and it is expected that several hundred will be built by next spring. It is so designed that it can be operated by three men and at the same time is equipped to produce enough business to warrant the employment of six men.

The survey of 180,000 motorists

which Shell made to learn the public's preference revealed a variety of facts: (1) that 64.5% prefer to patronize stations near their homes rather than near where they work or shop; (2) that 66.1% buy their gasoline in the afternoon or early evening; (3) that 91% prefer the ladies' room to be at the side of the station rather than in the rear or off the office. A large percentage replied that they would welcome the opportunity to purchase a number of items of merchandise not generally sold at neighborhood service centers.

The Shell model station therefore represents the joint thinking of the industrial designers (Norman Bel Geddes, J. Gordon Carr, and other leading consultants), the firm's mareting experts, the dealers themselves, and the public.

Every detail of the design has a functional reason. The gasoline pump is of entirely new design, 54 inches high (about two feet shorter than the old pump), so that it will not block the customer's view of the display room. The sales recording device is at the customer's eye level so that the motorist will not have to cramp his neck from a closed car. Air and water hoses are rolled on concealed reels at either end. The gasoline hose is 18 feet long (6 feet longer than the old one) so that the operator won't have to ask the motorist to "back up a little" or "pull up a little" in order to reach the tank.

A service cabinet will be located on the pump island and will carry necessary equipment for wiping windshields and holding small tools and invoice books. This cabinet will be so constructed that an attractive display of cans of motor oil will be readily available and a built-in compartment will hold the empty cans.

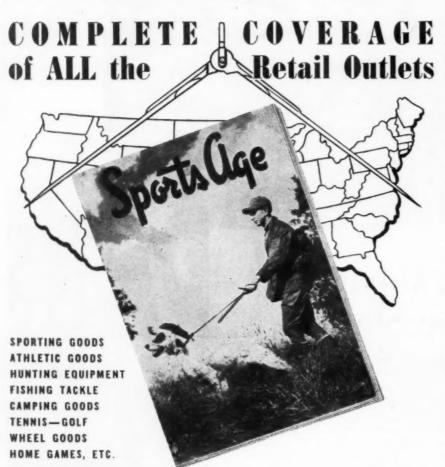
#### All Equipment Is Mobile

All the equipment in the new lubritorium is mobile so that it can be easily moved up to the car, making it unnecessary for the mechanic to take more than six steps away from his job. This, Shell executives point out, is a direct advantage to motorists, in that it decreases by one-third the amount of time required for a lubrication job. And to the station owner it means a chance to take care of a greater number of cars a day, with a resultant increase in his income.

In addition to the quickest and most thorough lubrication job, tomorrow's service station operator will give the car owner more helpful advice on the care of his car than ever before. Intensive new training programs have already been planned, and a number of new car-testing appliances will make it possible for the operator to point out when repairs and replacements are needed. His shop will be equipped to make replacement of parts and all repairs except those of a major nature.

One of the most outstanding features of the new station is the array of merchandise which will be available for the automobile owner, his car, and his home. Shell's Marketing Department has evaluated hundreds of items as to their suitability for sale in service

stations.



Among the 10,000 circulation of SPORTS AGE are 8,100 RETAILERS of sports equipment—more than twice as many retailers as are reached by any other publication in the trade. In addition each issue reaches more than 600 recognized jobbers of sporting goods lines.

Because of its convenient pocket-size, and editorial quality and integrity SPORTS AGE has won a popularity with the reader that makes it outstanding in this field—a factor that assures the reading of your advertising message.

Sports age

260 Fifth Avenue, New York 1, N. Y.

GEYER PUBLICATIONS—Publishers Since 1877. Also Publishers of: The GIFT and ART BUYER, GEYER'S TOPICS, OFFICE MANAGEMENT and EQUIPMENT and TRADE DIRECTORIES.



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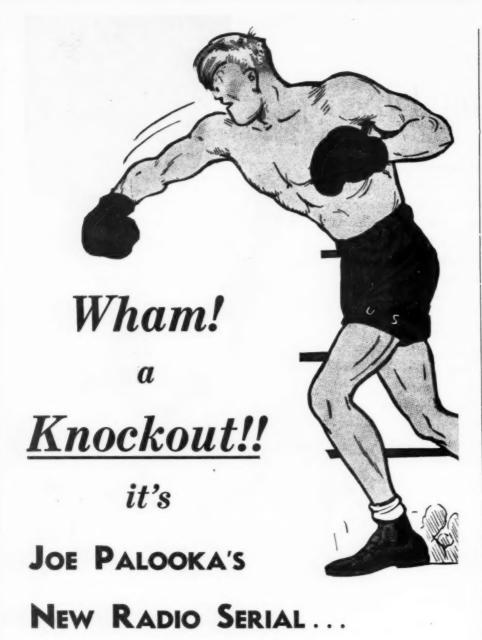
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NOW, for the first time, JOE PALOOKA is available to your station. Your listeners know JOE, 50 million readers follow his comic strip every day. With a ready-made audience awaiting this show, plus the unlimited support of the Press, Clergy and Education System — YOU CAN'T MISS! WIRE, PHONE OR WRITE TODAY

NORTH CENTRAL BROADCASTING 360 N. MICHIGAN AVENUE CHICAGO 1, ILLINOIS **CENTRAL 4894** 

To accommodate merchandise displays, the space formerly given over to the office has been enlarged to twice its former size; a scientific arrange. ment of shelving has been adopted and to provide a high degree of visibility, two sides of the room are glass from the floor to the ceiling.

Shell executives do not specify to the service station merchant the lines of merchandise he should carry, but they do suggest that he stock automotive necessities such as spark plugs, auto bulbs and lamps, fan belts, battery cables, oil filters, windshield wipers, radiator and heater hose, radiator anti-freezes, fuses, radiator fill caps, radiator cleaning and sealing compounds, car polishes, waxes and cleaning compounds, tire chains, floor mats, seat covers, wheel bearings and grease retainers, cooling system thermostats, mufflers and tail pipes.

For use in minor repairs, there will be on hand replacement parts such as fuel pumps, voltage regulators, generators, starter drives, shock absorbers and an expanded line of home specialties made from petroleum-kerosene, naphtha, spot remover, fabric cleaner, furniture polish, floor wax, household oil, insecticides, and glass cleaner-will be available.

#### Impulse Sale Items

New, too, will be the sale of cigarettes, candy, soft drinks, and "traffic" items such as hardware, garden supplies, a line of electrical appliances, toys, games, and many other items which the motorist has never been able to buy in service stations. All this merchandise, Shell says, will be the "impulse" sale variety—small enough not to require installations or servicing.

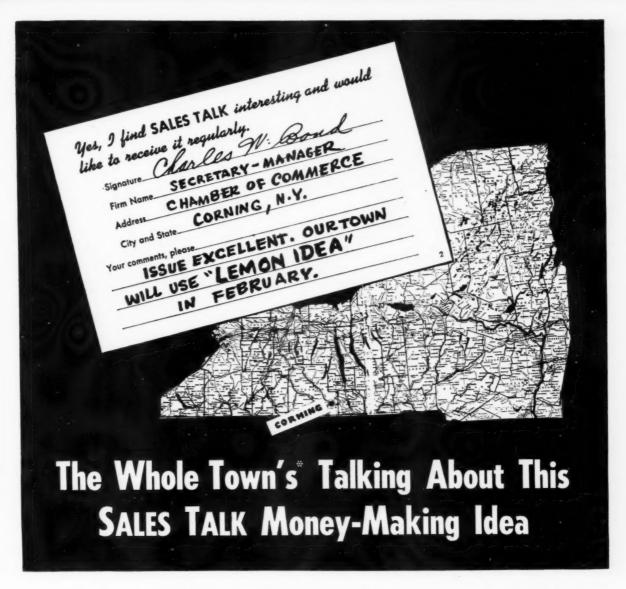
During the war many of Shell's service stations carried in stock some of these items and demonstrated how practical it is to sell them. Mr. Lakin attributes to energetic merchandising the company's wartime record of the smallest number of closed stations of any nationally operating oil company -11% contrasted with an industry average of 18%.

In connection with the opening of its model service station, Shell has released a new 40-minute motion picture, "Tomorrow's High Road," which presents details of service station operation for the benefit of the returned serviceman and others interested in this

type of small business.

We think of the peacetime service station operator as a small businessman-a capable merchant and an important member of his community," says Alexander Fraser, Shell's president. "To the Shell Oil Co. this small businessman is vital. To the public-

SALES MANAGEMENT



The "lemon idea" is the key to a unique, citywide merchandising drive that has captured the imagination of the thriving community of Corning, New York . . . and is just a sample of the countless profitable suggestions you can make available to YOUR DEALERS through SALES TALK.

Such outstanding firms as Wembley Tie, Roma Wine Company, Wilson Sporting Goods Company, Benjamin Moore & Co., Universal Camera Corporation, Chapman & Smith Company and S. Dresner & Son Inc. are using SALES TALK in one of the most productive DEALER PROMOTION PROGRAMS being carried on by manufacturers today.

\*This typical American town of Corning, N. Y., has 300 retail outlets which reported total sales in 1944 of almost 10 million dollars.

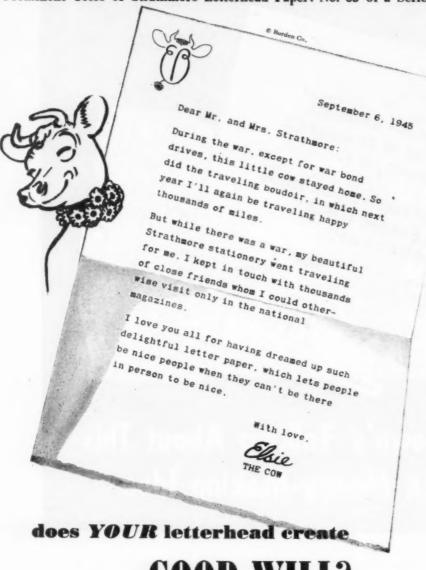
DISTRIBUTION FRANCHISES
FOR SEVERAL FIELDS OF
BUSINESS STILL OPEN
Write or wire for full details today!



510 N. DEARBORN STREET, CHICAGO 10, ILL.

(Publishers of The Advertiser's Digest)





**GOOD WILL?** 

The Borden Company chose Strathmore paper for Elsie because it makes a fine impression on her friends and fans. The Strathmore watermark is your assurance of that quality which will make an equally fine impression for you.

# STRATHMORE MAKERS OF FINE PAPERS

Strathmore Paper Company, West Springfield, Massachusetts

YOUR WASTE PAPER IS STILL NEEDED! Paper salvage must continue, lest the reconversion program be impaired. Paper shortage can be a serious bottleneck. Continue to get your waste paper into the hands of your local salvage dealer or committee.

especially the motoring public—he is the Shell Oil Co. And his fortunes affect the future of all our enterprises—our oil wells, our refineries, our endeavors in research, our marketing organization. And he in turn relies on us for a continuous flow of the finest petroleum products we can make.

"It is this interdependence that assures a continuation of our American system—a system which encourages and stimulates the initiative and enterprise of the small businessman and which at the same time imposes on the supplying corporations an obligation that is moral as well as economic. But because the small businessman has in his hands the good name of the big company, there is need of a code to which both may pledge themselves. Thus we feel that our four-square policy may be the basis of a sound business operation for the service station, too:

#### A Four Square Policy

"1. He serves the customer when he offers his merchandise at fair prices, renders the best of service, introduces new and better products.

"2. He recognizes an obligation to his community by participating in any project or activity that benefits the community, by helping to safeguard the appearance of his neighborhood, by assisting in efforts to make the community safer and a better place to live, by supplementing the services of other established merchants in his town.

"3. He serves his employes by giving them fair wages, by providing the opportunity for personal advancement, by protecting them reasonably during periods of adversity, and by offering them the security which comes from being identified with an honest and progressive enterprise.

"4. Finally, he is entitled to a fair return on his own investment. In our system of economy those who provide the tools and materials of trade and who take the risk of success or business failure are entitled to a fair profit for their efforts.

"We have built our new station to accommodate the small businessman, to give him every advantage which our backlog of accumulated knowledge and technical skills can provide, in the full expectation that he in turn will pass these advantages on to the public. We regard him as our partner. It is our hope to stimulate him, to encourage him, to help him in every way to become a successful businessman and a good citizen."

#### Calling All Surveys:

Thanks to the paper shortage, SALES MANAGEMENT is low on copies of the 1945 Survey of Buying Power. SM will buy back copies in good condition at \$1.00. Address the Circulation Dept., 386 Fourth Ave., New York 16, N. Y.

FOR MORE THAN 50 YEARS

Newspaper Number

THE SAN FRANCISCO Examiner



REPRESENTED NATIONALLY BY THE HEARST ADVERTISING SERVICE NOVEMBER 1, 1945

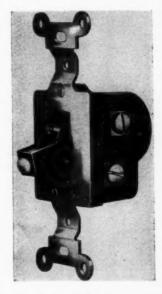
## Coming Your Way

···· holiday, a monthly magazine devoted to recreation and travel, will be introduced by the Curtis Publishing Co. It will be a slick publication and the first issue is scheduled to appear March, 1946. It will be sold to the reader at fifty cents at the newsstands and will have a base subscription rate of \$5 for one year. Curtis officials point to the American Automobile Association estimate that holiday-goers would spend more than \$5,000,-000,000 for vacation travel alone in 1946 and to the fact that in 1939, the last peacetime year, vacationists spent \$5,808,821,000 or 8.6% of the national income. The magazine will seek to tap this vast advertising and reader market. In announcing the scope of his magazine, Editor Beaman said: "Our articles will be written for the man, woman and child, who wants to go places, and who wants to know what he'll find when he gets there. There will be factual stories by writers who have been there themselves; will portray both sides so as not to be misleading. Articles will be planned, too, for the armchair traveler who wishes to enjoy some of the beauties and adventures of this world without leaving the comfort of his living room."

.... s-v fabrisec emulsion, a wax emulsion developed by scientists of the Socony-Vacuum Oil Co., Inc., will enable housewives to water-proof clothes and practically all textiles in the home. It is simply added to the rinse water of the family wash. Since the emulsion does not fill the spaces between the fibers, clothing that has been treated with it retains its porous qualities and summer clothing, therefore, remains ventilated and cool. The solution does not make a fabric stiff but, if anything, is likely to give it a softer feeling to the touch. S-V Fabrisec Emulsion is milky in appearance and is non-toxic and non-inflammable. As applied in the laundry rinse, it can be used in proportion of 50 to 1 (50 parts water and one of emulsion) and still provide an effective water repellent. Its application is obvious in protecting window shades and draperies that are subject to outside moisture or to dampness existing in bathrooms and kitchens, as well as for giving a water resistant finish to furniture covers, especially those on porches and at the seashore.

MER

.... new tymzit switch that fea. tures a unique toggle-lever arrange. ment is one of the latest developments of the T. J. Mudon Co. Although operated in the standard manner, it offers both delayed-action and instantaneous "off" plus a time selector for the delayed action which can be set at any interval from zero to three minutes. The toggle lever of the new unit also has a phosphorescent tip which makes the switch easy to locate even in total darkness. The Tymzit switch provides light for almost any desired interval after actual movement of the toggle to "off" position. Yet whenever desired, power or lights can be turned



TYMZIT: A new lighting convenience.

off instantly by a slight continuing downward push of the level. Tymzit promises to add greatly to the convenience and utility of modern light and power circuits. Located in the garage, for example, it will provide more than ample time to walk leisurely into the house before the light actually goes off. Porch light switches can be turned off when company bids goodnight, but the light itself will stay on until they are on their way. Bedroom lights will stay on for as many seconds as you wish after you turn them off at the switch. This new delayed-action switch is expected to find many applications on the farm where constant trips to and from the various outbuildings are necessary. The action-delaying mechanism of the Tymzit is claimed to be an entirely new and highly simplified action principle for toggle switches or other electrical controls of its kind. No clock-work or electrical elements are used to achieve the delayed action.

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SALES MANAGEMENT





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## HE plans the improvements



## SHE guides his planning

Intelligently planned consumer research enables the man at the designing board to find out from the woman in the home how the products she buys and uses can be made better. It is the partnership of man and woman at work in one of its most practical aspects.

This partnership has developed better homes, better appliances, better textiles, better foodstuffs—as the man who makes the product has sought the approval of the NOVEMBER 1, 1945

woman who influences its purchase.

#### A Better Magazine, Too

Since 1934 McCall's has employed this same resultful technique in its own research. A consumer study is conducted every month by personal contact with women in their homes. These studies enable McCall's editors to build a magazine which reflects, to a unique degree, what women think and want. This understanding of its audience explains

why ideas move so effectively from McCall's pages into the minds of its readers.

For the women in more than 3,500,000 homes McCall's is not only a source of entertainment, inspiration and guidance—it is actually a magazine they live by.

Malls

THREE MAGAZINES IN ONE

[165]

### Trade Shows Help Los Angeles Develop Itself as a Market

OS ANGELES is again showing itself as a major mart. With the lifting of the ODT ban, six trade shows were promptly announced, which will bring to California merchandise buyers from the entire country.

Although the wares to be displayed are highly diversified and seem to be

a motley lot: toys, toiletries, houseware, jewelry, accessories, office equipment, and shoes—all conform to one of the basic industrial patterns which California has found successful in competing with older producing centers.

Some things California cannot manufacture—and has learned not to try —are locomotives, as an extreme example. Steel would have to be brought from the East, and the product largely delivered to customers there. Figure the amount of freight on your product and you get the "Stop" or "Go" signal.

California has only 15% of the market for machine parts and automotive essentials. Here freight costs are not prohibitive, but should the Los Angels manufacturer be invited to bid on regional needs alone, western volume wouldn't pay for the tools and dies.

The western machine parts manufacturer must break into the national market, as he has with automotive valves which have been nationally sold for years. When New York City changed from trolley to motor bus in the 1930's, the bus valves came from Los Angeles. For in these valves, as in such leading California industries as motion pictures, airplanes, oil equipment, and instruments, technical skill is paramount.

Raw materials for the valves cost little—weigh little. By advanced design and machining, Los Angeles turns a few ounces of bar stock into a valve that will run 100,000 miles, as against 10,000 miles for the usual valve.

#### California Has Glamour

California gift and art products have a special touch: style, color, originality, excitement, romance, a certain *je ne sais quoi*, that leads people to pay more for a bathing suit, or a pair of slacks, or cosmetics.

In the early 1900's, Los Angeles made trinkets for its visitors—jewelry from abalone shell, bouquets of everlasting flowers, oddities shaped from pine cones and gourds. Tourists like to send something exotic to let the folks at home know they are visiting far places.

Gradually, this business grew into the gift wares industry, with dozens of small factories and home workshops making novelties of metal. leather, pottery, wood, and textiles.

leather, pottery, wood, and textiles. Few of these little plants could afford to "travel a salesman," and in 1934 there were only two or three resident buyers to whom such wares could be shown. So the first gift and art show was put on that year, with 13 exhibitors, a few dozen buyers coming mainly from roundabout, and show sales of around \$165,000.

Everyone was delighted, and this coming January, the 22nd show will be held. The January, 1944 show had 260 exhibitors, with others clamoring for space. More than 4,200 buyers came from 37 states, Alaska, Hawaii, and the Canal Zone. Sales totaled ap-



## \$300,000,000.00 CONSTRUCTION PROGRAM NOW UNDER WAY IN HOUSTON!

NOT since the twenties has Houston experienced such a tremendous building boom as the postwar construction program which is now under way—probably unmatched by another city of like size.

More than \$300,000,000 in public works and private construction have already been announced in a building program which may require more than three years to complete, depending upon availability of labor and materials. Approximately 35 per cent—or \$105,000,000—of the \$300,000,000 workers

Houston, whose growth has been steady and solid for more than a century, has always experienced more rapid growth during the decades following wars—the Mexican War, Civil War, Spanish-American War and World War I. The next decade should see even more rapid growth of a section so favored by both location and natural resources. And the industrial expansion already planned and the development of these tremendous natural resources combine to assure the continued rapid growth and prosperity of the great Houston market—by far the biggest and richest in the South.

\* Many advertisers have found that The Houston Chronicle alone can do the job for them in this rich and responsive market, because The Chronicle has by far the largest total circulation as well as over 20% more city circulation than any other Houston newspaper. Although hardest hit by the newsprint shortage, The Chronicle's total advertising lineage for the first eight months of 1945 was 11,660,886, compared with 8,329,253 for The Houston Post and 4,855,002 for The Houston Presst (Media Records' figures.)

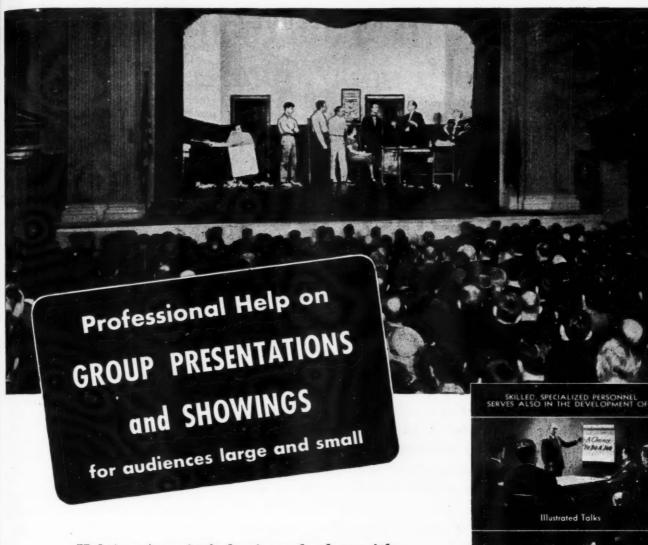
The Houston Market is sold when your story is told . . . in The Chronicle

THE HOUSTON CHRONICLE

R. W. McCARTHY

THE BRANHAM COMPAN

First In CIRCULATION and ADVERTISING for the 32nd CONSECUTIVE YEAR



Helping America's business leaders with visual interpretations of ideas to accomplish their objectives is the privilege of The JAM HANDY Organization. Out of almost 30 years of this experience has come "know-how"—also skilled personnel and the right facilities for highly effective service.



NEW YORK \* WASHINGTON \* DETROIT \* CHICAGO \* DAYTON \* LÓS ANGELES

NOVEMBER 1, 1945

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Commercial Mation Pictures (Production and Distribution)

Slides and Slidefilms

Special Devices for Personnel Training

#### DO YOU HIRE WITH FULL KNOWLEDGE?



### AND YOUR TRADE STANDING

# -1s that a good investment?

It may cost a lot more than \$1500 to launch a newly-hired salesman, who will carry your business reputation in his hands. It may be months before you learn how he is guarding your hard-earned good will.

Is it worth \$12.50 to know what he did and how he did it for at least the past quarter of his life? Is it worth that to know his probabilities-based on past performance-of making a return on what it costs you to train him? Can any concern afford to hire except with full knowledge?

Retail Credit Company, for 46 years an international reporting agency, now serving thousands of nation-wide concerns, has made millions of character reports. It offers Special Salesman Selection Reports, which help you to hire with full knowledge. These report the life and activities of the subject for a minimum of the last quarter of his life-wherever he may have lived or worked, for \$12.50 per individual.

Other specialized reporting services are also available to investigate key people and salaried personnel.

Contact any of the 101 Retail Credit Company Branch Offices for full information, or write the Home Office, Atlanta, Georgia.

Send for this booklet





AN INTERNATIONAL REPORTING AGENCY

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proximately \$15,000,000. Today, Los

Angeles is the country's largest gift wares market, with 70% of the na.

also been applied to other industries, such as house wares, cosmetics, furniture and toys, and has made Los An. geles the second largest market in the country, both in the number of visit. ing merchandise buyers, and in the number of resident buyers who maintain offices to purchase for large stores throughout the country. In 1935, there were four buying offices; in 1941 there were 18; today there are 42, buying for more than 2,500 leading stores. Only New York City has more resident buyers.

#### Mecca for Buyers

In addition, several thousand buyers have been coming twice a year or oftener to the Los Angeles market, to keep in touch with the distinctive California merchandise for which the public has learned to look. Monthly trips are now possible by plane, leaving New York City on Sunday, arriving in Los Angeles next morning, spending two days in the market, and leaving Tuesday afternoon to arrive home Wednesday. One store in Portland, Ore. (Meier & Frank) intends to open its own exclusive resident buying office.

Striking illustration of California's success patterns: low freight, technical skill, high fashion, and how enterprises fail if they are departed from, is found in the Los Angeles shoe industry.

For many years, community builders argued that the town ought to support shoe factories. It certainly bought enough shoes. Efforts were made to manufacture shoes, and to attract eastern shoe factories. None succeeded, because everybody thought of standard shoes, made less expensively in the East, with which competition was impossible.

Then, Bill Joyce developed novelty shoes, and others brought originality to slippers. With the accent on style, the town built a shoe business that now supports 46 factories. During the war years, most of them have had a waiting list of customers.

Los Angeles has adapted and streamlined an old method in building itself as a trade center; that is, the medieval trade fair, best known in Leipzig, Germany, where traders and producers from all Central Europe came together to do business, and ideas were traded in as freely as merchandise.

Already pretty much an all-yearround trade fair, the Los Angeles market is a magnet for buyers.

SALES MANAGEMENT

## The \$8,000,000,000 Textile Industry: Is It Ripe for Brand Name Promotion?

Sales promotion by men's clothing manufacturers now comes under the observant eye of Mr. Cumming as he continues his series of articles\* on the textile industry. He discusses the policies of Hart, Schaffner & Marx, Fashion Park, Palm Beach, Knit-Tex and others.

#### BY JAMES C. CUMMING

John A. Cairns & Co. New York City

P to this point in our study of sales promotion in the textile industry, we have considered the promotional work of sections of the industry that have a real problem in identifying their products through to the consumer. At first glance we might think that this is no problem to the men's clothing manufacturers. But when we look more closely we must admit that it was one of the factors that kept men's clothing manufacturers from doing any important advertising until the beginning of World War I.

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The retailer was the barrier that kept the manufacturer from establishing a brand name for his line of clothing. It was the retailer's label that appeared in the suit and the manufacturer was unknown to the con-

Of course there were other factors. Custom tailors did a sizable proportion of the clothing business, and volume in ready-made suits was com-paratively small. It was so small, in fact, that clothing salesmen would take eight or ten trunks with them on their selling trips and would use their contents as stock for the sales they made. Not as samples, mind you, but

They could do this because up to 1905 men's clothing styles were pretty much alike. The same type of coat, the same cut of trousers were worn year after year.

Soon after 1905 the style element was introduced—and sales promotion in the clothing industry can be said to date from that time. Adolphus G. Peine, who had been a merchant tailor designer on the south side of Chicago,

became the designer for Alfred Decker & Cohn, maker of Society Brand Clothes. He developed the idea that men's clothing should be different from the drab, uniform cutaway model. He was instrumental in the popularization of the sackcoat, which is the base for all suits. The new style he and other designers developed each season thereafter changed selling techniques-and salesmen began carrying samples instead of stock when calling on dealers.

Still, there was no selectivity in choosing accounts. The manufacturer sold anybody who would buy his line, and the clothing was retailed under the retailer's label.

Shortly before World War I, Hart Schaffner & Marx walked on that stage with really smart promotion. They branded their line by putting the familiar Hart Schaffner & Marx label in the lining. A little later they went after the business of the returning soldier. To get it they erected outdoor posters in Paris and at important ports of embarkation and arrival. Hart's advertising manager, Carl Chapin, developed a definite advertising style, and HS&M advertising appeared prominently in leading publications such as The Saturday Evening Post.

As the advertising program developed, selective distribution became essential to avoid cut-throat competition between retailers. Whether HS&M were first with this is open to dispute. The fact remains that Kuppenheimer, Fashion Park, Society Brand, and other leaders of the industry began their promotional programs about the same time, and that a similar plan of selective distribution became part of the promotional plan of each manu-

Today, for example, HS&M operate a number of their own stores. Baskin's in Chicago is an example. But HS&M sells about 50 additional accounts in the Chicago area - and sells all of them under the Hart Schaffner & Marx name. Only Baskin's, however, has the right to advertise the Hart Schaffner & Marx name in Metropolitan Chicago news-

In addition, HS&M put out a secondary brand under the name Robert Surrey. This is not advertised, but it helps to increase distribution in cities where the Hart Schaffner & Marx

name is confined.

Secondary brands such as this are quite general in the promotional plans of most of the leading clothing manufacturers. Society Brand also has the Thomas Heath line; Kuppenheimer produces Duncan Paige clothing; Hickey Freeman makes Walter Morton. In Chicago Rothchild's has Hickey Freeman exclusively, and Capper & Capper promote Walter Morton suits. În San Francisco Roos Brothers has done such a good promotional job with the Thomas Heath line that they have actually made it stronger in that locality than Society Brand.

#### Manufacturers Own Stores

Also quite general is the ownership of stores by clothing manufacturers. For a few the retailing end of their business has been a happy experience; for others it has been quite the re-verse. Kuppenheimer tried investing in retail operations during the 1920's, but decided that the experience was unwise and withdrew. Society Brand experimented with the same plan. When Henry C. Lytton & Sons (The Hub) dropped the line in Chicago, Society Brand opened a store under the name of Stumpf's. This arrangement proved unsatisfactory, and later when Society Brand and Henry C. Lytton & Son made up their differences the line went back to The Hub. Today Society Brand's only retail interests are in a store in Youngstown, Ohio, and the ownership of Harris & Frank's in Los Angeles.

Fashion Park had a similar experience. The company had been interested in Finchley's, New York City, for many years. During the 1920's the firm embarked on a broad program of store acquisition. They bought leaders in the field of clothing distribution, such as The Metropolitan Co., Dayton; The Hub, Chicago; Desmond's, Los Angeles; and Weber & Heil-broner, New York City. During the depression of the 1930's, most of the

<sup>\*</sup> Previous articles in this series appeared in the following issues of SALES MANAGEMENT: April 15, 1945; June 1; June 15; July 1; July 15; August 1; Sept. 1; Sept. 15; Oct. 1. When the series is complete, all articles will be reprinted

# please pass the powder

Glamour is our stock in trade!
It sparkles and glows
from every page of Movie Life,
Movie Stars Parade,
Movies and Personal Romances.

And since glamour is the goal of our typical young reader, our advertisements have zoomed her purchases of eye beauty aids to astronomical figures.

She knows it's as important to remove the shine from her nose as to keep it in her eyes.

She's as eager to buy face powder as to buy mascara.



Boost your face powder sales by advertising in Ideal



W. M. Cotton's **School** Women's GROUP • Movie Life • Movie Stars Parade • Movies • Personal Romances New York: ideal publishing corp., 295 Madison Ave., N. Y. 17, N. Y., MU 3-8191 • CHICAGO: ideal publishing corp., 360 N. Mich. Ave., Chicago 1, Ill., State 5582 LOS ANGELES: don harway a co., 816 W. 5th St., Los Ang. 13, Cal., Mutual 8512 • HOLLYWOOD: ideal publishing corp., 8278 Subset Blvd., H'wd. 46, Cal., Hillside 7364

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original owners of these stores bought them back, and today Fashion Park's only controlled retailers are Finchley and Weber & Heilbroner.

It was an aggressive sales department that forced Hart Schaffner & Marx into the retail business. In some cases HS&M became dissatisfied with the job being done by specific retailers; in others the retailers tired of the pressure applied to them by the HS&M sales department. The result is that today HS&M own or control stores in about 30 cities, with Wallach's, New York City, and Baskin's, Chicago, among them. Approximately 50% of Hart Schaffner & Marx's business is done through these controlled retailers.

It naturally follows that with the retailer occupying the very important place that he does in the distribution of men's clothing, sales promotional work in this section of the textile industry should give him plenty of consideration. Many of the large manufacturers prepare elaborate and thorough promotional plans for the retailers who sell his line. They make striking newspaper mats the key-note of their promotional work, and most go fifty-fifty with the stores on the cost of running them.

To illustrate how thorough-going the cooperation of clothing manufacturers with retailers can be, let's examine the current work of Hart Schaffner & Marx.

#### Plan to Reach the Veteran

Taking a leaf from their own early advertising history, HS&M have plans for doing an even better job of reaching the returning veteran this time than they did after World War I. They started by advertising outdoor posters in Paris shortly after the Allied armies moved into the French capital. They are also using the theme "From Best Dressed Fighting Man to Best Dressed Civilian" in their current magazine advertising. And from that point on the promotional work revolves around the retailer.

HS&M estimates that each returning serviceman will spend about \$60 for civilian clothes, and that the total volume resulting will total about \$180,000,000 a year. To tap this market, HS&M have done these things for their retailers:

1. They have prepared a manual that outlines for the retailer the best way to get the serviceman's business. It emphasizes the avoidance of high-pressure selling tactics, and suggests that the retailer run a "Welcome Home" column in his regular advertising, listing the names and experiences of men who have just returned,

and reporting those who need jobs.

2. They give the retailer advertising mats, to be run on a cooperative basis, tying in with the national advertising theme. Typical copy: "You've been used to the best, you deserve the best, why go back to less? When you get into civvies, get into clothes that do the most for you, clothes with a label you know and trust."

3. They offer specific suggestions for special clothing department ar-

rangements and displays.

4. They outline the way to operate lenient charge account set-ups that will appeal to the veteran without too much risk to the store.

5. They suggest that the retailer give veterans, with his compliments, such items as campaign and discharge buttons and reproductions of discharge papers—and they tell the retailer where to go to get these items.

6. They outline a plan for giving the veteran free hunting and fishing licenses, with the compliments of

Hart Schaffner & Marx.

7. They offer to supply, at cost, moth-proof storage bags for the veteran to use for keeping his uniforms. These are prominently imprinted with the Hart Schaffner & Marx name as a constant reminder to the veteran.

Notice how completely Hart

Schaffner & Marx accept responsibility not only for selling clothing to the retailer, but also for helping him to sell it to his customers. Nor is this job so thorough because so many of the HS&M retail outlets are owned by HS&M. Remember that 50% of the HS&M volume must be done through independent retailers, and this promotional material is planned as much for their good as it is for the good of the owned outlets.

So far in our discussion of clothing sales promotion, we have omitted the names of four firms whose promotional work can't be generalized upon because of its individuality:

1. Cohen, Goldman & Co. developed a special weaving process and named their line "Knit-Tex." They then adopted an interesting advertising technique for the promotion of "Knit-Tex," and have followed it consistently. That technique is to use large-space rotogravure space in leading cities. In each of these advertisements the name of the leading retailer is featured, with about 100 stores in surrounding states also listed. The only retailer owned by Cohen, Goldman & Co. is Broadstreet's in New York City and Chicago.

2. Curlee, because of localized distribution in the Middle West and

# Tobacco CASH Jingles Again!

As advertisers reconvert to "selling" of goods and services they can find a purchasing power PLUS in the millions of dollars being turned loose in Winston-Salem during the next few months . . . millions that farmers will receive from their chief crop . . . tobacco!

Last year Winston-Salem's tobacco market, attracting farmers from a wide area, had a record year. This year's performance is expected to be equally as profitable for the farmers who have a pent-up need for the things you have to sell.

#### JOURNAL and SENTINEL

Winston-Salem, North Carolina

National Representatives: KELLY-SMITH COMPANY

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# (SYNDICATE) RIETY STORE



A "Practical" Variety Store of Tomorrow

With the lifting of wartime building restrictions as of Oct. 15th, Syndicate Variety store operators go into high gear with their long-awaited store remodeling and new-store construction plans. The October Merchandiser carries a timely editorial feature presenting its editors' ideas for "Variety's Future Store." No dreaming here,—but a practical working plan for a practical store.

Also in the October issue is an editorial feature on "How to Handle Store Demonstrations." Restricted in their use of demonstrastores by the thousands will be using these ideas from here on in. 16,450 Variety store readers will eat it up.



Want Latest Marketing Data on this Market?

Fourteen years of close contact with the Variety field has given us plenty of know-how. If you wish copies of any of the following, drop our Adv. Mgr. a note: (1) Our 6-Point Market Data Folder, (2) Our monthly Variety Market Bulletin—sent free to manufacturers and their advertising agencies, (3) a State and Sectional Breakdown of Syndicate Variety Stores, with details for cities of 100,000 population, (4) Our Directory of Limited Price Variety Syndicates—price \$3.00.



Headquarters for Variety Store Marketing Data

Largest Audited Circulation in the Variety Field

79 MADISON AVENUE, NEW YORK 16, N.Y.

South, limit their promotional work to outdoor advertising, trade advertising, and display helps for their retail.

3. H. Daroff & Sons have entered into an exclusive arrangement with a woolen mill, and are the only manu. facturers permitted to advertise "Bot-any 500" fabric for clothing. Accordingly Daroff's national advertising features the Botany 500 Suit-an interesting promotional tie-up between a mill and a manufacturer.

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4. Palm Beach is one of the largest advertisers in the men's clothing field, and also one of the most interesting examples of good sales promotion.

Originally, the Goodall Worsted Co. sold Palm Beach cloth to practically any manufacturer, who was allowed to use the Palm Beach label, and the result was a sad case of footballing and cut-throat competition. Some manufacturers were making Palm Beach suits to retail at \$25, while some of the mail order houses were selling Palm Beach suits for \$8.50.

#### Takes over Manufacture

Goodall had been promoting Palm Beach cloth for many years, and finally, to clear up the chaotic situation that existed, they decided to do something drastic. At the bottom of the depression-and in spite of the depression—they announced that they would discontinue the sale of Palm Beach cloth on the open market and that they would take over the manufacturing function themselves. At the same time they increased their advertising sharply.

This gave Palm Beach complete control of the quality and pricing of Palm Beach suits, where formerly only the quality of the cloth was con-

trolled.

The Palm Beach sales promotion plan today is based on a combination of national advertising and retail cooperation. The retailer is given a complete promotional plan, backed by mats, interior display ideas and material, window display material, direct mail pieces, and practically everything he can use to help him sell.

We wish there were something like an "Oscar" that could be awarded for outstanding work in sales promotion. We'd like to nominate two firms from the men's clothing section of the textile industry to receive this award. One Oscar should go to Hart Schaffner & Marx for introducing modern sales promotion methods to men's clothing during World War I. The other should go to Palm Beach for its use of advertising to establish and popularize the summer suit.

## Five Ways the Economist Can Serve Top Management in Business

Under the Roosevelt Administration the word "economist" took on a heavy tarnish, because the term came to be more or less synonymous with "crack-pot theorist." But today the practical, trained economist is gaining for himself a justifiably important place in industry. Here his logical functions are defined in specific language.

#### BY J. A. LIVINGSTON

BEFORE 1932, the economist's role was to teach university students, or to hold a research chair in an economic foundation, or perhaps to give investment advice in Wall Street. Economists in industry were most unusual.

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But the late President raised the economist from academic obscurity to nationwide notoriety. Brain trusters and long haired professors took the limelight, and with the war, Washington teemed with economic theorists and Phi Beta keys. By the end of 1944, almost one-third of the members of the American Economic Association had Washington addresses.

Our Government's vast demand for economists in time of stress is a sign-post to farseeing business men. For no longer is the economist a subject of jest. In Washington he has become forever entwined with Government policy. The processes of modern production and consumption—the behavior of individuals, corporations, labor unions, consumers, small businesses, and others in the market place—have become so complex that they call for attention and analysis by a trained interpreter of economic and social data: in short, an economist.

It is the rare official in a top Government agency who does not have an advisor and a research staff to guide him and his agency on economic and social policy; it is the superior business official who does. This is not to say that large corporations do not employ economists. General Motors Corp., General Electric Co., Chrysler Corp., E. I. du Pont de Nemours, Westinghouse Electric Corp., Johns-Manville Corp., United States Steel Corp., Procter & Gamble Co., and others all have on their payroll persons who are members of the American Economic Association or the American Statistical Association.

Yet, in their associations with busi-

ness, economists usually serve as market analysts—determining where, when, and how a product may be put across. This work requires imagination, ingenuity, training. And the market researcher, in discovering gaps in the company's sales coverage, in establishing sales quotas for salesmen, and in helping to direct the sales pol-

icies of large companies has been of great service both to business and to the general public. Nevertheless, the economist usually conceives his function as going beyond the analysis of sales opportunities into exploration of the corporation's entire way of doing business and its relations with society.

Corporations do hire people for this broader role, but the person chosen is usually one whose social and political outlook exactly coincides with that of the corporation executives. Such a man is an apologist for the profit system in general and his corporation in particular. He is a special pleader, not a social scientist.

That perhaps explains why some top-notch economists have been unwilling to accept posts with large business enterprises. They recognized the



"Someone called the boss an 'economic royalist' and he's been like that ever since!"









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#### YOU CAN HAVE YOUR CAKE AND EAT IT TOO!

If each year you invest just 10% of your advertising appropriation in Artkraft\* outdoor neon dealer signs, in five years you will have signs to a value of 50% of your total appropriation working for you at your point of purchase. In other words, you will spend 100% annually—but have results equal to 150% of your annual appropriation.

Most sales and advertising managers and account executives appreciate the vast potentialities of a sign program for it has been proved by actual audited research that signs increase sales 14.6% for the individual dealer and make national ad-

vertising five times as effective, in the percentage of people within six blocks of your dealer who know where your product is sold. Outdoor dealer neon signs are necessary to complete the sales chain . . distribution without dealer identification is sheer waste. What you invest in dealer signs this year works for you for many years thereafter. You can do this with Artkraft\* signs because certified audited records show that they are 999/1000% perfect over a period of years, and will therefore give many years of trouble-free service.

#### PRODUCTION HAS STARTED

Streamlined production methods and concentration on quantity orders permit us to offer the finest signs ever produced at the lowest cost in history.

#### IT'S THE EXCLUSIVE FEATURES THAT MAKE THEM SIGNS OF LONG LIFE\*

While we do not expect to improve the quality of a product which pre-war was 999/1000% perfect by actual audited survey, still, we have made some startling advances\*\* in construction to improve the appearance and make service easier in the instances when necessary. As an example, the entire surface of the sign is streamlined, with ten year quaranteed porcelain finish, all exposed bolts have been eliminated, and a streamlined front end comes off to permit servicing without the use of a screw driver. All insulated high tension cable has been replaced by comprehens have and high tension cable has been replaced by copper bus bar, and the tube sections rest on (not against) tube supports held in place by Artkraft's\* new phosphor bronze, instant mounting tube retaining clips, making the first positive tube mounting in history. This provides a definite centering where tubes enter the sign, making possible the elimination of unsightly bushings. Most important of all, there is a phosphor bronze spring clip on the end of the electrode which has a fork like end opening making easy, instant and positive contact with the bus bar—and removal for service just as instant and easy. The dealer's name panel is illuminated by means of a cold cathode grid, eliminating lamp replacements.



#### IMPRESSIVE SERVICE RECORDS HAVE WON THOUSANDS TO ARTKRAFT®

During the past quarter century we have regularly served such leading merchandisers as Frigidaire, Shell, Westinghouse Pittsburgh Paints, A & P, and countless others. Thousands of Artkraft\* signs everywhere today, most of which have been up for many years, are proof of their superior quality.

#### THE ARTKRAFT\* SIGN COMPANY

Division of Artkraft\* Manufacturing Corporation

1000 E. Kibby St.

Lima, Ohio, U.S.A.



#### SIGNS OF LONG LIFE® FOR QUANTITY BUYERS

The World's Largest Manufacturer of Signs

\*Trademark Reg, U. S. Pat. Off.

\*Patents applied for on new features (All Under-

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#### THE ARTKRAFT® SIGN COMPANY

Division of Arthraft<sup>\*</sup> Manufacturing Corporation

1000 E. Kibby St., Lima, Ohio, U.S.A.

Please send, without obligation, full details on Artkraft\* signs.

We are interested in a quantity of outdoor dealer neon signs.

We are interested in a quantity of Porcel-M-Bos'd storefront

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opportunity for applying their brains and analytical methods in improving the company's operations and helping the business man to make adjustments to a changing society. But the experience of others had indicated that the economist in large corporations seldom participates in the councils of the company, seldom helps to formulate decisions which would improve the operations of the company or adapt those operations to the Nation's social and economic stream.

But not all the myopia is chargeable to the corporations. In his advanced studies at the university, the economist is trained to examine quizzically business institutions; he learns to ask: How do the actions of business enterprise affect society-for better or for worse? And the recent critical appraisals of the business man and his works in such books as "The Robber Barons" or "The Modern Corporation and Private Property" have tended to alienate the young social scientist from business and give him a skeptical, captious slant. This chip-on-the-shoulder, anti-business economist has done as much to estrange the business man from economics as the pious business-is-always-right "kept" economist.

#### Make Lingo Understandable

The economist's lingo hasn't helped matters either. He tosses around such phrases as "gross national product," "elasticity of substitution," and "compensatory spending" as if they were part of the common everyday language. Worse, he expects his lay hearers to understand what he is talking about. Such ideographic language conceals what he has to say. The economist has much to learn when it comes to presentation, to selling his substance. Partly for that reason, the broad-gauged economist is at a disadvantage in dealing with the open-minded business man. There is a point of understanding, if they could get together. But the business man, absorbed in the hard facts of the profitand-loss account does not fully com-prehend what the social scientist has to offer.

The business man today accepts the services of the management engineer who makes time-and-motion studies of his operations. He can measure whether a change in assembly line procedure results in greater output per man hour. Similarly, the business man will accept the findings of the director of his research laboratory. There, too, what he is told is subject to an empirical test. When his research metallurgist says that a steel of one composition is better for a particular purpose than a steel of another composition,

the business man is sure he's dealing with a demonstrable fact, not a theory.

But when it comes to the social sciences—to a judgment on human behavior—the business man is unwilling to defer to somebody's else's judgment. After all, has he not lived; has he not studied human nature? Hasn't everything he has done in the course of his life—hiring and firing people, laying in inventories, playing the stock market—involved judgments on how people are going to act? And, of course, the more successful the business man the cockier he is likely to be

about himself as a practical economist.

However, complexity is closing in on the business man. The long de pression of the 'thirties re-emphasized the devastating effects of economic forces beyond his direct control. But it also re-emphasized the importance of trying to find ways and means of making adjustments to economic phenomena. The work of the Harvard Business School, Brookings Institution, National Bureau of Economic Research, Department of Commerce, National Industrial Conference Board, and other research organizations

#### This is open season for hunting . . .

#### CUSTOMERS

Many customers are nurturing real or fancied grievances against their suppliers because of the unavoidable exigencies of the war period.

They feel that they didn't get a fair share of the available goods nor the service to which they were entitled.

Calls and more calls, at this period, on old customers and prospects should lead to interesting sales possibilities.

Those "on the fence" can become yours or your competitors future boosters.

Revitalized salesmanship is obviously necessary to attain these ends.

JOSEPH LUCHS & STAFF Salesmanship counsellors since 1919 to the country's foremost industries has designed a novel program that will aid you to REFRESH and REVITALIZE your selling organization. Write for information. P.O. Box 5266, Philadelphia 26, Pa.

#### JOSEPH LUCHS & STAFF

Originators of "SELLING TOOLS"

Philadelphia

New York

# Hey, Mr. Motorist!"

With this cheery greeting, the motorist is enticed to the curb, and unburdened of his views, if any, on the subject of safe driving. Daily, Monday through Friday, the roving KEX reporter interviews motorists at one of Portland's busy intersections, in the interest of the Portland Traffic Safety Commission.

"Hey, Mr. Motorist!" is new to the air.. an educational program designed to help reduce the traffic-toll in Portland. KEX is happy to lend a hand in support of worthy civic movements such as this.

This is but one of the timely, well-planned public-service offerings of KEX.. Portland, Oregon. They are integrated in a program-schedule which runs the gamut of the radio needs and preferences of the teeming Portland area. KEX's local and network productions enlist the attention, loosen the purse-strings, in one of the "Coast's" most impressive markets.



OREGON'S AMERICAN NETWORK STATION



NGHOUSE RADIO STATIONS Inc

REPRESENTED NATIONALLY BY NBC SPOT SALES - EXCEPT KEX . KEX REPRESENTED NATIONALLY BY PAUL H. RAYMER CO.

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served to suggest that analysis of statistical and economic data would help corporations prepare for and cushion

the effects of depressions.

In addition, the increasing scope of governmental operations vis-a-vis business have given the business man pause. He remembers the specific steps taken by the Federal Reserve Board—back in the 'twenties, by raising the discounting rate and again in the late 'thirties by raising reserve requirements—to stop a boom. And he has come to realize that he, personally, cannot understand the whys, wherefores, and consequences of government actions.

This insecurity is evident in the big sales of Kiplinger, Whaley-Eaton, and other Washington letters, the prominence of Washington and economic news in magazines and newspapers, and the growth of economic advisory organizations like the Research Insti-

tute of America.

#### Wants Tailor-Made Advice

The use of such services has helped to educate the business man to the magnitude of his problems, but they do not always satisfy him in his effort to grasp the entire economic scheme. They do not provide the basic understanding necessary for intelligent action. They tell him—rather didactically—what to do. But he cannot be sure that the advice fits his particular requirements. What is good for a steel company may be utterly unsuitable for a maker of aluminum pots and pans or a manufacturer of ladies' dresses. He wants tailor-made advice, not a patent medicine.

So some business men have come to realize that they must have a full-time advisor on Government actions and economic conditions, on the theory that an economic advisor is just as important in helping decide whether a new plant should be erected as a legal advisor in deciding whether the building contract for the plant is sound and protects the company.

The work of an economist in the modern corporation can encompass the operations of the company—from market research to advising customers. He can help the business man in formulating sales policies, prices, production programs, long-term planning, and in making adjustments to underlying business trends. An outline of the economist's function would include:

1. Study of the characteristics of the company's operations. This represents basic market research. The economist would compare the fluctuations of the company's business with business in general. Thus, the department store

economist would discover that business of the company tended to move more or less with national income; a machine tool economist would observe that fluctuations were far more violent than business in general—with great percentage gains on the upswing and great losses on the downswing; an automobile company economist would note a three-year sales cycle, running: a poor year, a good year, an excellent year, a poor year, a good year and so on.

Such researches would probably carry the economist into other fields:

Can the company iron out fluctuations? Is it possible to make long-term contracts with purchasers, offering them substantial discounts if they were to place their orders for slack years? How can the company adapt its operations to the peculiarities of the business so as to maximize profits and minimize losses?

2. Study the basic trend of business as a whole. In this role, the economist becomes a business-cycle analyst. He tries to establish to his own satisfaction whether underlying factors are likely to sustain a business advance or





# 75% of all rural homes are electrified .... almost a million\* of them!

Here's a market—a big market—for all sellers of electrical goods and home appliances. For one thing, many of these 985,499 rural homes are recently electrified, after the time when appliances were freely available. Right now, rural electrification is proceeding at an accelerated pace.

"Lincoln'Land" is a great market for other merchandise, too . . . its high percentage of electrification shows that its people are prosperous, modern folks—people who make farming the paying, big business that brings into "Lincoln Land" an annual farm income of more than two billion dollars! Add to this the cities and towns ("Lincoln Land" is two-thirds urban) and you have an annual effective buying income of sixteen billion dollars!

Yes, here's a big market, a rich market . . . 14,000,000 people who mean business. Pioneered and cultivated for more than a century by Prairie Farmer, for two decades by WLS, the market path is open, inviting and productive. "Lincoln Land" folks know these mediums well. They read and listen to them every day with interest, friendliness and belief. Approach "Lincoln Land" via Prairie Farmer and WLS, the confidence building and selling team definitely first in the hearts and minds of its responsive people. Use them together . . . as a

\* 985,499 rural farm and rural non-farm electrified homes: U. S. Census 1940

PRAIRIE FARMER CHICAGO and CHICAGO and CHICAGO

team . . . to penetrate deeper.

"LINCOLN LAND"

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to result in a decline. And he tries to estimate how long the trend (whether up or down) will continue. This kind of analysis is especially important at this stage of the country's transition from war. The economist must determine whether the reconversion depression, now under way, is likely to be long or short; and then determine whether it will terminate in a long-or short-lived recovery. This calls for

long-range forecasting.

3. The economist must then try to arrive at policies to guide the company in the light of the probable trend of business. If he expects a sustained rise after the reconversion depression, he may suggest that now is the time to bring out a new product. Or he may conclude that the demand for a particular product will be so great that it may be introduced even during a period of declining business. As against that, he must weigh the general lowering of costs when business

is slipping.

In this function, the economist can make a major contribution to the profits of the company, and to the economic stability of the Nation. He would try to advise the business man to avoid purchases of capital equipment at the high prices at the top of the boom. Such purchases only boom the boom and cost the company money. Indeed, he would recommend capital commitments during depressions. The effect would be to lower the capital costs of the company and to narrow the cyclical swings in the economy.

#### Contact with Washington

4. Close contact with Washington developments to determine what they mean to business in general and to the company in particular. The actions of Congress, the President, and Government agencies are far too complex in their implications for between-conference evaluation. They require specialized examination. Consider the full employment bill, for example: Does it mean that the country is heading into an era of deficit financing? Or does it mean that the country will have sound legislation to sustain a substantial recovery in business? The economist-by studying the wording of the bill, the appointments made to carry it out, and by reading the hearings to discover Congressional intent -will draw basic conclusions which will help him to interpret Government policies to his company.

At first blush, an executive might decide any measure supporting farm prices and hence farm income would be good for sales. However, it might also raise costs of the company's raw materials; or result in a capitalization

of land values and a land speculation such as occurred in the last war, and perhaps lead to an inflationary spiral. Or it might raise taxes.

Thus, in all cases of Washington action, the business man must weigh the effect on wages, on the cost of raw materials, on the general level of federal taxation, and on business conditions in the entire country.

5. Prepare economic statements for officials of the company to present before boards of inquiry, public utility commissions, Congressional committees, etc. This is particularly important in hearings on wage rates in which the company appears on one side and a labor union on the other. It has been observed by members of the War Labor Board that the presentation of cases by companies has seldom been as cogently done as that of the labor unions. The unions invariably employ economists and statisticians - professionals in labor economics — to draw up their briefs. Business men are well aware of the importance of retaining expert legal counsel; they have not caught up with the idea of retaining expert economic counsel.

#### Keep Executives Informed

Furthermore, corporations need economists if only to keep the top executives, especially the president, informed. The president must have an understanding of the effect his company's operations and policies — his wage rates, conditions of work, prices —have on the economy. If he doesn't, he won't make a good impression when he speaks in public or at hearings—and corporation presidents are being called on increasingly to become economic front men for their companies.

6. Finally, the economist must try to analyze the company itself. How do the company's operations compare with the operations of business in general? Is it maintaining or losing its position? What are the reasons for this plus or minus performance? Is it because the company is in an expanding or contracting business? If the business is contracting what can the company do about it? If expanding, how can the company best exploit the situation? Is the company doing as well or worse than other companies in its line of business and why? Shrewd management? A mistaken inventory policy? Obsolete, high-cost equipment?

Analysis so close to home may not always be well received. Few top executives relish criticism. They do not like a Johnny-come-lately who tears down established customs. Thus, any attempt on the part of the economist to make a definitive honest report is





#### Mail Order Man Wanted

Man experienced in mail order practice wanted by manufacturer selling Cream Separators and Mechanical Milking Machines. Box 2215, Sales Management, 386 Fourth Ave., New York 16, N. Y.

#### "SELLING SIMPLIFIED"

By Leon Epstein, Sales Counsel

This stimulating series of pocket-size "refresher" booklets will help you sell. Several hundred thousand copies already distributed by executives to salesmen and customers; as enclosure and give-away. Available titles: (1) How to Say Hello, (2) Your Name Please, (3) Through Sales-Colored Glasses, (4) Calls and Calluses, (5) Selling Simplified, first title of series. The set of five titles \$1.00. Single copies 25c es Sales Research Institute, 103 Park Ave., N.Y.C.

likely to run athwart the special interest and the ego of some top official—the sales manager, the production manager, the chief engineer.

If the economist is to be worthy of his calling and his salary, he must be prepared to present his findings and to stand his ground under questioning. His conclusions will be tested. If he says operating costs are out of line with the industry, and the company doesn't accept his judgment, then it will be only a matter of time before this shows up in comparative profitand-loss accounts of companies in the industry.

#### Impart a "Live & Learn" Policy

Furthermore, he is apt to discover that when he does stand firm, he will be supported by other officers in the company. Usually, in big enterprises, spheres of responsibility are carved out; these spheres often become personal domains, and by tacit agreement are inviolate. This self-protective, youlet-me-alone-and-I'll-let-you-alone attitude, however, results in repressed desires to point out that so-and-so is "lousing things up." One vice-president won't take the initiative in criticizing another. But if it becomes a matter of open discussion, boners and mistaken policy will out. Thus, an economist, reporting directly to the president or board of directors, will help to impart a spirit of live-andlearn instead of live-and-let-live to the executive staff. Strong points will be better exploited; weak points more quickly corrected.

As part of this over-all analysis of the company, the economist might prepare monthly reports for presentation to the board of directors. The idea would be to give everyone a clear understanding of what the profit-and-loss statement means by relating it to general business, to the doings of the company, and to Government policies. It means a great deal more to say, "The earnings of the American Flag and Bunting Co. increased 30% in the third quarter as against only 20% for our industry"; instead of merely, "Profits of the company rose from \$100,000 to \$130,000." And if the company did not do so well as the industry, the report ought to tell why.

If a strike prevented production, the report would point out the causes for the strike, what the union demanded, how much the original demands would have cost the company, why accession to the demands might have damaged the company's competitive position in the long run, and how much was saved or lost by accepting the interruption of operations.

The economist's role can be exactly what he and the company executives make it. Because the economist is a student of national affairs, of market trends, of business conditions, of price developments, he can often consult with the principal officers of the company, advising them what to expect. He might be called into meetings of the sales staff or production force to analyze business conditions; he would point out for example that certain types of industry ought to show better-than-average gains in sales than others.

Also, if the economist has the time, the corporation might call him into conferences with important customers or clients-to give his views on gen. eral business conditions and even to analyze the prospects and problems of the client. For it follows that the competent economist, anxious to know what makes his own company's business tick, will get into the whys and wherefores of the operations of its bigger customers. The economist must maintain his objectivity. He must not turn salesman, or he will lose the respect of the client as well as of his associates. If he knows that he is being asked to "consult" in order to push across a sale, he'd better figure out how to duck without causing any hurt M

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#### Has Broad Function

But the economist has an even broader function: to examine the corporation's policies in relation to the public, and hence in relation to the corporation's long-run self-interest. No longer can the average business man make money as he pleases. The prices he sets, the wages he pays, the methods he pursues have become matters of public interest. A private office in a large corporation has become a public trust. And the economist, by objectively investigating how the corporation makes money, can explain the company's role in the economic scheme of things to the management.

A corporation, in its anxiety to build up sales, may forget the importance of turning out a good product at the right price, and of conforming to the business and social habits of the times. The economist, not the apologist, can suggest ways and means of developing a policy which will be in keeping with the 1940's and 1950's and not a vestige of the 'twenties.

But that would require a change in business attitude. When a business concern decides on an economist it usually does so as a speculation—with misgivings and reservations. As Edwin G. Nourse, vice-president of the Brookings Institution, puts it in his penetrating book, "Price-making in a Democracy," the economist in most cases is "kept on a leading string and fitted with blinders . . . he is not given a full and frank record of company action and the reasons which led to it."

That period of mistrust and skepticism may be passing. Outside of the universities, the Government dominates the market for economists. For every one in business, you will find ten or more in government. But in the next few years, if this economist reads the trend lines right, the government will get a dose of private competition.



## Media & Agency News

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John W. Boler has resigned as president of the North Central Broadcasting System, Inc., and Howard S. Johnson is named as the new president of the network. Mr. Boler will assume the chairmanship of the board, and continues as the majority stockholder of the company. William J. Kutsch has joined North Central as vice-president in charge of sales. . . . J. Kelly Smith, general sales manager of radio sales for CBS is the new director of station relations. In its contest for "the most effective use of good showmanship in a direct mail campaign," among its stations, the same network announces that WABC, New York City, won an award for a promotion booklet, and four other Columbia stations, WBT, Charlotte, WBBM, Chicago, WCCO, Minneapolis-St. Paul, and WEEI, Boston, also won awards. . . . W. E. Danford has joined the sales staff of KMBC, Kansas City.

#### **Business Papers**

Robert H. Johnston has been elected president and publisher of American Exporter. . . . Herbert Haworth, for 22 years with McGraw-Hill Publishing Co., Inc., in various cities, is the new promotion manager of the Gulf Publishing Co., Houston, publishers of The Oil Weekly, Petroleum Resiner, etc. . . . David J. Mendelsohn, for over 20 years with Fairchild Publications, is resigning to form his own



DAVID J. MENDEL-SOHN, who has formed his own publishing business.

publishing business. First project planned by the new firm will be the publication of a girl's and teen-age wear business magazine, to be published monthly. . . . A new weekly business newspaper, Cosmetic and Drug Preview will make its debut next Spring, under the aegis of Fawcett Publications, Inc. Its publisher will be Harold Hutchins, formerly editor of American Druggist and currently editor of Fawcett's Cosmetic and Drug Newsletter. . . . Wallace E. Foster is the new eastern advertising manager of American Druggist. . . . Publication of House Furnishing Review and Annual Directory issue of House

Furnishing Review is being resumed, in April 1946, after four years of silence. . . Entering its second year, Sales Talk announces that it has had a renewal of four of its franchises.

#### Newspapers

Conrad J. Renner is named national advertising manager of *The New York Sun*, where he has been assistant



CONRAD J. RENNER, named national advertising manager of The N. Y. Sun.

national advertising manager since 1940... William E. Peters has been appointed manager of the San Francisco office of the Hearst Advertising



WILLIAM E. PETERS, appointed manager of San Francisco office of the Hearst Advertising Service.

Service. . . . Edgar M. Frink has joined the staff of the Albany Times Union as promotion manager, after service with the Marine Corps. . . . Hal C. Hiller is the new advertising director of The Wichita Eagle, coming from the Palmer newspapers where he held a similar position. . . . Arthur J. H. Holden is named assistant national advertising manager of The Chicago Sun. . . . S. (Andy) Andrews is appointed classified advertising manager of the New York World-Telegram. . . . The St. Louis Globe-Democrat announces that C. C. Callihan has been named as assistant national advertising manager.

#### Magazines

Captain Palmer K. Leberman, on terminal leave from the Navy, is resuming his position as president of The Family Circle. He has been away from the magazine since 1942. . . . Col. John T. Winterich has joined the staff of The Saturday Review of Literature as its editor. . . Fawcett Publications, Inc., announces two important appointments: Burton D. Beck is named director of research for the publications, and Harold F. Clark



BURTON D. BECK. named director of research Fawcett Publications, Inc.



HAROLD F. CLARK, appointed assistant to advertising director, Fawcett Publications, Inc.

is appointed to the post of assistant to the advertising director. The latter was, until recently, national sales manager of Motion Picture Advertising Service.

A new department, devoted to teenage topics and problems, will make its debut in the January issue of *True Confessions Magazine*. . . A. J. Cutler has been appointed circulation director of Liberty Magazine, Inc. . . .



Nelson Bond, promoted to advertising manager of Business Week.

Nelson Bond has been upped at Business Week-his new job is advertising manager. Lt. Col. C. B. Crockett is returning to the same publication as district advertising manager in Boston. . . . Frank J. Fay is the new eastern advertising manager of Holland's in New York City. C. H. Stockwell becomes western manager of Farm and Ranch immediately, and G. C. Jones, Ir., is southeastern manager of both Farm and Ranch and Holland's. . . Pathfinder is being sold at news stands in the smaller towns and cities over the Nation for the first time. Heretofore it was sold only by subscription.

#### Agencies

Thomas M. Keresey, who relinquished his post as vice-president and director of Ivey and Ellington, Inc., to enter the Armed Forces, is returning to the agency in the same capacities. . . . Dunnie Shewell has been elected vice-president and sales manager of the newly created Grocery

Products Division of Hill Advertising, Inc. . . . Lt. F. B. Ryan, Jr., U.S.N.R., has returned to Ruthrauff & Ryan, Inc., as vice-president and treasurer. . . . Richard L. Sigerson has been named director of public relations and publicity of J. M. Mathes, Inc. . . . Ian M. Smith is the new manager of the Detroit office of Keynon & Eckhardt, Inc. . . . Charles F. Gannon has been appointed director of public relations and vice-president of Benton & Bowles, Inc. Charles A. Pooler is returning to the same agency as vice-president after two years with the

Lr. F. B. RYAN, Jr., U.S.N.R. returns to Ruthrauff & Ryan, as v-president and treasurer.



Armed Forces, and Frank Barton is the new manager of the Radio Department.

Irving Whitney Lyon is Doremus &

Company's new vice-president in charge of creative planning. . . . Three New York City advertising men are key figures in a newly organized West Coast agency, Paul E. Newman & Co. Mr. Newman heads the firm as president, with Robert E. Shaw as art director and John G. Schneider as copy chief. The latter two are also vice-president. Offices are in Los Angeles.



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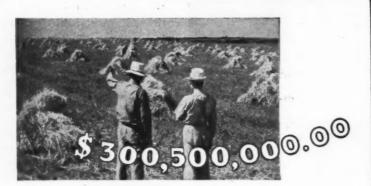
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PAUL E. NEWMAN heads the newly organized western agency, Paul E. Newman & Co.

. Edward J. Maas, formerly publicity director of J. Walter Thompson & Co., Inc., has joined J. M. Mathes as an executive in the Public Relations and Publicity Department. . . . Robin E. Doan, formerly assistant to the director in the Domestic Branch, OWI, is joining the Seattle staff of Erwin Wasey & Co., Inc. . . . Two agencies are forming foreign offices. Mrs. Roy P. Porter will head up the Paris office of Abbott Kimball Co., Inc., and William F. Geeslin will be acting manager of Young & Rubicam's Mexican subsidiary, which will have a service office in Mexico City. . Paul B. Cavanaugh and Langley C. Keyes have been taken into the firm of Alley & Richards Co., Boston, as partners.

Accounts . . . The Saturday Evening Post to Batten, Barton, Durstine & Osborn, Inc. . . . Flush Wall Radio Co., Newark, N. J., to Hill Advertising, Inc. . . . Rhythm Step Shoes to Gardner Advertising Co., St. Louis. shoes, to N. W. Ayer & Son, Inc. . . . Bowman Gum, Inc., to Franklin Bruck Advertising Corp., Boyle-Midway, Inc., subsidiary of American Home Products Corp., to Al Paul Lefton Co., Inc. . . . The United States Savings and Loan League to Fuller and Smith and Ross, Inc. . . . Heywood-Wakefield Co., makers of modern and colonial furniture, to Charles W. Hoyt Co., Inc. . . . Sohmer & Co., manufacturers of pianos, to Schwab and Beatty, Inc. . Zip depilatories and cosmetics to Federal Advertising. . . . Zonite Products Corp., to Erwin Wasey & Co., for the corporation's Larvex Division, and for Argyrol and Ovoferrin. . . . H. R. Davi Company's new insecticide containing DDT, to Ad Fried, Oakland,

KFH · Wichita



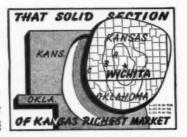
# Reap your share of this GOLDEN CROP

There's more gold than ever before in Kansas' 1945 wheat crop. Third biggest in size, this year's \$300-500,000 harvest broke records in dollar value. And with the war's end, Kansas and Oklahoma farmers are listening eagerly to KFH, Wichita, not only for up-to-the-minute farm and market news but for news of all manner of new products which their stored-up capital can buy.

Whatever you have to tell or sell to "the solid section", your message will yield a good harvest on that selling station, KFH.

KFH

WICHITA IS A HOOPERATED CITY
CBS • 5000 WATTS DAY & NIGHT
CALL ANY PETRY OFFICE



#### Promotion

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#### Pittsburgh Productions

The Pittsburgh Post-Gazette has two booklets, the first of which, "Six Stirring Years" is offered at 15 cents the copy. This is a bird's-eye view of World War II, culled from the newspaper's editorial pages, with some of its cartoons, and interviews with members of the Armed Forces, their families, and national figures. The second booklet, "Drug Sales in the Pittsburgh Market," is a quick sales summary with a map of the areas embraced. Write to the newspaper addressing requests to Frederick Lowe, Promotion Director, Pittsburgh 30.

#### **Toledo Tomorrow**

The Toledo Blade offers a booklet, "Toledo Tomorrow," which graphically illustrates Toledo's progressive plans for the complete revamping of its city. Norman Bel Geddes and Associates are responsible for the city-planning job—one of the most interesting and instructive city-overhauls being planned in the United States today. Address the Promotion Department of the newspaper, Toledo, Ohio.

#### S.M. Tips Its Hat

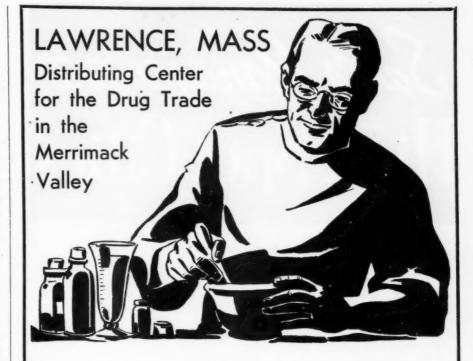
... To The Louisville Courierlournal, The Louisville Times and station WHAS, for its booklet of statistics on Louisville for the years 1939 and 1944, and a pre-view of what's coming down the road for Louisville as a market. . . To The Detroit Free Press for its Marketing Map of the Detroit Area. Write the newspaper, Detroit 31.

# ——PARDON US Some New Gustomers Are Waiting For You

if your business is something to eat or drink

about anything. Here's a market that really responds to the "invitation to buy." For the Negro looks to his race press with confidence and loyalty. Your advertising in these papers can win the response and regular patronage of this 7 billion dollar market. Get the facts on some of the success stories built by advertising in this live field. Drop a letter or post card today to

Interstate United Newspapers, Inc. 545 FIFTH AVENUE, NEW YORK



Lawrence, the natural hub of the Merrimack Valley, serves as distribution center for the drug trade in the Valley. Medicinal supplies, representing millions of dollars, leave Lawrence warehouses each year to appear on shelves and counters of drug stores throughout the surrounding territory.

With ample storage space for your product and the daily Eagle-Tribune to tell your story, there is a vital market for you in Lawrence. Annual retail drug sales in Lawrence alone total \$2,257,000 (Sales Management Survey of Buying Power, 1945).

# THE EAGLE-TRIBUNE LAWRENCE, MASSACHUSETTS WARD-GRIFFITH CO. - NATIONAL REPRESENTATIVES



# Sales Management High-Spot Cities

#### Retail Sales and Services for November, 1945

November will be by far the biggest month of the year to date for the Nation's retail merchants and service establishments, with a gain of 74% over the comparable 1939 month and a dollar volume slightly in excess of 7 billions.

As might be expected, the individual cities are starting to show greater variations than prevailed during the war period, but even the war production centers are holding up remarkably well. Honolulu should be tabbed as a particularly good and growing market which is doubtless getting big spendings from the returning servicemen. Knoxville, famous for the Atom bomb, as well as peacetime goods, is another city whose City Index figure gained over the preceding month. The 15 leaders in the City Index column (estimated November, 1945 dollar volume as a ratio of November, 1939) are: Wichita, Kansas, 363.5; San Diego, Calif., 345.1; Honolulu, Hawaii, 310.2; Knoxville, Tenn., 290.2; Portsmouth, Va., 285.8; Oakland, Calif., 280.0; San Jose, Calif., 260.0; Topeka, Kan., 256.1; Tacoma, Wash., 254.9; Chester, Pa., 250.0; Evansville, Ind., 240.0; Akron, Ohio, 236.8; Seattle, Wash., 235.2; Mobile, Ala., 235.0; Jackson, Mich.,

SALES MANAGEMENT'S Research and Statistical Department has maintained for several years a running chart of the business progress of approximately 200 of the leading market centers of the country. Some important cities are omitted because month-to-month data on their bank debits are not available. These bank debits reflect 95% of all commercial activities, are the most reliable indicators of economic trends, and are used as a basic factor in SM's estimating.

The estimates cover the expected dollar figure for all retail activity, which includes not only retail store sales, as defined by the Bureau of the Census, but also receipts from business service establishments, amusements and hotels. These last three items are forms of retail expenditure which belong in the grand total, since they are just as much examples of retail expenditures as the purchase of coffee in a food store or apparel in a clothing store.

Two index figures are given, the first called, "City Index." This shows the ratio between the sales volume for this year's month and the comparable 1939 month. A figure of 175.0, for example, means that total retail sales and services in the city for the month indicated will show a probable increase of 75% over the similar

1939 month. . . . The second column, "City-National Index," relates that city to the total probable national change for the same period. A city may have a sizable gain over its own past, but the rate of gain may be less than that of the Nation. All figures in the second column above 100 indicate cities where the change is more favor. able than that for the U.S.A. The City-National figure is derived by dividing the index figure of the city by that of the Nation. The third column, "\$ Millions" gives the total amount of retail sales and services estimate for the same month as is used in the index columns. Like all estimates of what will happen in the future, both the index and the dollar figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Of greater importance than the precise index of dollar figures is the general ranking of the city, either as to percentage gain or the total size of the market as compared with other cities.

In studying these tables three primary points should be kept in mind:

1. How does the city stand in relation to its 1939 month? If the "City Index" is above 100, it is doing more business than in 1939. This is true currently of all 200 cities.

2. How does the city stand in relation to the Nation? If the "City-National Index" is above 100, it means that the city's retail activity is more favorable than that of the Nation as a

3. How big a market is it? The dollar volume reflects quantity of expenditures for sales and services. In the tables readers will find many medium-size cities with big percentage gains but small dollar expenditures, many big cities with small percentage gains but big dollar expenditures.

(These exclusive estimates of retail sales and services are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from Sales Management, Inc.)

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1939 which equals or exceeds the national change.

RETAIL SALES AND SERVICES (SM Forecast for November, 1945)

City Nat'l City Index Index Millions UNITED STATES

.... 174.0 100.0 \$7050.00

Alabama ★ Mobile ..... 235.0 ★ Birmingham .. 180.5

..... 235.0 135.1 8.70 21.75 Montgomery .. 138.5

SALES MANAGEMENT

Suggested Uses for This Index

(a) Special advertising and promotion drives in spot cities. (b) A guide for your branch and district managers. (c) Revising sales quotas. (d) Basis of letters for stimulating salesmen and forestalling their alibis.

(e) Checking actual performance against potentials. (f) Determining where post-war drives should be localized.

#### As a special service

this magazine will mail 20 days in advance of publication, a mimeographed list giving estimates of Retail Sales and Services volumes and percentages for approximately 200 cities. The price is \$1.00 per year.

Are the women in your life true to you in all circumstances?

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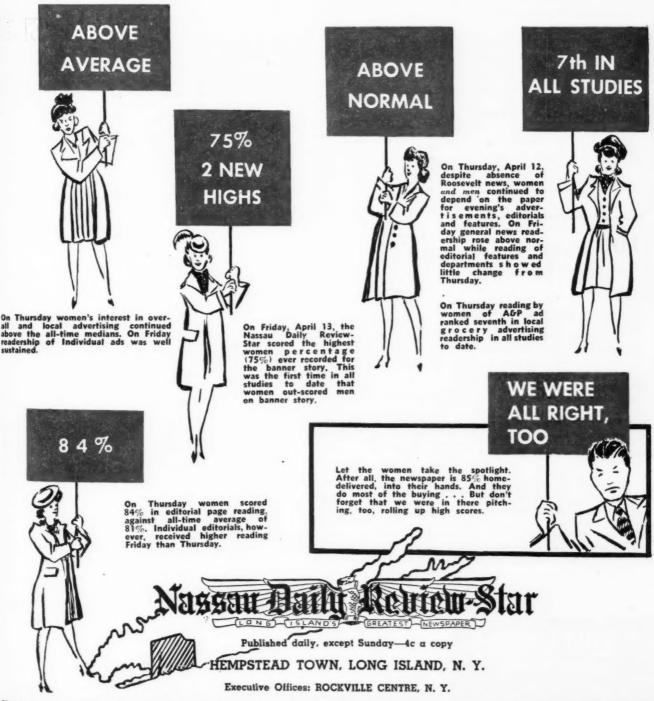
Many evening newspapers went into readers' homes on April 12, 1945, minus the greatest news break of the day, perhaps of our generation — President Roosevelt's death.

People sought elsewhere that evening for flash news and enlightening comment; and the President's death tended to be the one and only news item for several days.

What happened to general newspaper reading in this severest of

all tests of loyalty . . . as the dramatic suddenness and far-reaching import of the event set up a unique pattern of reader interest never likely to recur?

The Nassau Daily Review-Star for April 12 and 13 was Nos. 86 and 87 in the Continuing Study of Newspaper Readership surveys—which revealed that the interest of Hempstead Town women in this newspaper continued paper-wide under these highly abnormal conditions . . .



Nat'l. Reps.: Lorenzen & Thompson. Inc. New York, Chicago, Detroit, San Francisco, Los Angeles, St. Louis, Cincinnati, Kansas City, Atlanta November 1, 1945

This newspaper was 14th in the country and third in New England In Seventh War Loan linage

Our advertisers and ourselves are going all out in support of the Victory Loan.

ARE YOU?

THE WOONSOCKET CALL

Represented nationally by Gilman, Nicoll & Ruthman

#### HOW Wichita, Kansas Remains A Top Market

Today, without war-plant employment, Wichita maintains its remarkable leadership in Retail Sales (See High Spot listings). Actual, current details of Wichita's civilian employment, sales, and other market data are contained in the Eagle's "Definition of the Wichita Market and It's Newspaper Coverage."

Write for your copy, or ask any O'Mara & Ormsbee representative. You'll see, too, how the Eagle remains the leading advertising buy in Wichita - by serving better, by reaching more Effective Buying Income.

#### WICHITA EAGLE Morning-Evening-Sunday

WICHITA, KANSAS

Represented By O'MARA & ORMSBEE, INC.

## Sales Management High-Spot Cities

(Continued from page 192)

RETAIL SALES AND SERVICES (SM Forecast for November, 1945)

City Nat'l Index Index Millions

		nuex	Inuex	Muuons
	Arizona			
	★ Tucson	223.0	128.2	5.45
		206.8	118.9	9.50
l	Arkansas			
l	Fort Smith	168.0	96.6	3.70
ĺ	Little Rock	165.5	95.1	10.25
l	California			
l	* San Diego	345.1	198.3	24.00
l	* Oakland	280.0	160.9	41.63
	* San Jose	260.0	149.0	9.20
	* Long Beach	212.0	121.8	21.12
	* Stockton	201.0	115.5	2.94
	★ Berkeley	198.5	114.1	6.30
	* Fresno	197.7	113.6	9.07
ı	* San Bernardino	197.5	113.5	4.75
l	* Los Angeles	195.5	112.4	143.50
I	* Pasadena	175.1	100.6	8.68
1	San Francisco	169.4	97.4	49.50
J	Santa Ana	157.2	90.3	4.26
	Santa Barbara .	143.3	82.4	5.92
1	C	122 6	7/1	0.17

Sacramento	132.5	76.1	9.17
Colorado			
Denver Colorado Spr		89.0	30.00
		77.9 67.7	3.55 3.31
Connecticut			

6.54 4.55

4.42

Connecticut			
Hartford	169.5	97.4	19.56
Bridgeport	155.3	89.3	14.35
Waterbury	150.1	86.3	7.50
Stamford	149.0	85.6	5.67
New Haven	146.7	84.3	15.40
Delaware			
Wilmington	158.5	91.1	14.50

District of Columbia		
Washington 161.3	92.7	81.07
Florida		
★ Tampa 221.2	127.1	7.50
★ Miami 220.4	126.7	25.65
★ Jacksonville 182.0	104.6	9.83

Georgia		
★ Savannah 226.7	130.3	7.00
★ Macon 213.2	122.5	4.97
★ Columbus 201.0	115.5	4.08
★ Atlanta 190.0	109.2	34.00
411		

* Columbus	201.0 115.5
* Atlanta	190.0 109.2
Albany	165.5 95.1
Augusta	149.8 86.1
Hawaii	

Hawaii			
★ Honolulu	 310.2	•178.3	41.00
Idaho			

Idano		
★ Boise	 187.4	107.7
Illinois		

TITITOTO			
* Rockford	 197.5	113.5	7.60
* Peoria .	 181.8	104.5	11.15

RETAIL SALES AND SERVICES
(SM Forecast for November, 1945)

Chicago ..... 166.9 95.9 188.50

City Nat'l City Index Index Millions (S

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#### Illinois (Cont'd)

East St. Louis.	163.6	94.0	4.60
Springfield	146.6	84.3	5.10
Moline-Rock Is-			
land-E. Moline	136.0	78.2	6.05
Indiana			
* Evansville	240.0	137.9	9.85
* Fort Wayne	181.7	104.4	10.25
Gary	165.4	95.1	7.60
Indianapolis	163.7	94.1	31.00
South Bend	163.0	93.7	8.62
Terre Haute	158.3	91.0	5.97
Iowa			
* Sioux City	178.6	102.6	6.00
Des Moines	165.4	95.1	13.35
Cedar Rapids .	159.0	91.4	5.89
Davenport		88.7	5.24

#### Kansas ..... 363.5 ★ Wichita 208.9 15.70 ★ Topeka ..... 256.1 ★ Kansas City ... 185.0 147.2

A Isanisas Ci	cy	107.0	100.5	7.00
Kentucky				
★ Louisville		190.5	109.5	26.25
Lexington		155.2	89.2	5.20
Louisiana				

New Orleans Shreveport		88.9 83.8	26.35 7.40
Maine			
Bangor Portland	158.4 153.0	91.0 87.9	3.50 7.41
Maryland			
★ Baltimore Cumberland	180.1 141.3	103.5 81.2	70.45 5.50

Massachusetts			
Holyoke	160.7	92.4	3.58
New Bedford .	156.8	90.1	6.50
Springfield	154.0	88.5	14.00
Worcester	154.0	88.5	13.67
Fall River	146.6	84.3	6.15
Lowell	145.9	83.9	5.93
Boston		79.3	65.00

Michigan			
★ Jackson	230.1	132.2	6.1
* Lansing	228.2	131.1	10.6
★ Detroit	206.2	118.5	135.0
* Battle Creek	179.5	103.2	5.1
* Kalamazoo		100.0	7.6
Flint	155.3	89.3	14.1

Lansing	228.2	131.1	10.65
★ Detroit	206.2	118.5	135.00
* Battle Creek	179.5	103.2	5.10
* Kalamazoo	174.0	100.0	7.60
Flint	155.3	89.3	14.15
Grand Rapids .	155.3	89.3	14.75
Bay City	149.0	85.6	4.70
Saginaw	148.2	85.2	6.90
Muskegon	144.3	82.9	4.56
Minnesota			

160.7	92.4	50.20
159.2	91.5	25.00
145.8	83.8	7.00
		6.40
	160.7 159.2 145.8	159.2 91.5

A Jackson	117.7	103.2	0
Missouri			
* Springfield	186.5	107.2	4.4
* Kansas City	177.1	101.8	35.5
St. Joseph	168.8	97.0	4.0
C. Y F	2662	000	c ( 0

* Kansas City	177.1	101.8	35.5
St. Joseph	168.8	97.0	4.0
St. Louis	144.3	82.9	56.0
Montana			

Billings ..... 164.0 94.3 SALES MANAGEMENT

RETAIL SALES AND (SM Forecast for Nov			RETAIL SALES AND SERVICES (SM Forecast for November, 1945)
City	Ctty Nat'l Index	\$ Millions	City City Nat'l \$ Index Index Millions
Nebraska	Index	1/14/10/15	Pennsylvania (Cont'd)
★ Omaha 185.8	106.8	16.50	Lancaster 143.5 82.5 5.70
Lincoln 140.4	80.7	6.04	Williamsport . 141.9 81.6 3.18
	0017	0.01	Altoona 141.1 81.1 5.96
Nevada			Johnstown 140.3 80.6 5.66
★ Reno 181.4	104.3	4.33	Harrisburg 137.2 78.9 7.52 Scranton 123.8 71.1 7.70
New Hampshire			Reading 120.1 69.0 7.87
Manchester 134.1	77.1	5.35	
	,,	2.22	Rhode Island
New Jersey			Providence 167.0 96.0 27.00 Woonsocket 141.2 81.1 3.50
★ Paterson 189.7		16.45	
Passaic 165.4 Newark 159.1	95.1 91.4	6.93 43.15	South Carolina
Camden 147.5		9.10	★ Spartanburg 185.0 106.3 4.23
Trenton 123.2		9.70	★ Charleston 180.2 103.6 5.34
Jersey City-	111	21.05	Greenville 170.7 98.1 5.50 Columbia 152.8 87.8 5.30
Hoboken 115.0	66.1	21.95	
New Mexico			South Dakota
★ Albuquerque . 185.0	106.3	3.88	★ Sioux Falls 181.0 104.0 4.60
New York			Tennessee
★ Elmira 198.4	114.0	4.20	★ Knoxville 290.2 166.8 11.60
★ Hempstead		2.20	Nashville 173.2 99.5 11.69
Twsp 171.0		20.90	Chattanooga . 158.3 91.0 9.29
Schenectady 168.5 Niagara Falls . 166.3		7.25 5.50	Memphis 151.3 87.0 23.22
Binghamton 160.7		7.11	Texas
New York 160.2		435.00	★ Fort Worth 205.3 118.0 15.6
Rochester 156.8		23.35	★ Houston 204.4 117.5 36.70
Jamestown 153.6 Buffalo 143.5		2.50 33.00	★ Corpus Christi. 196.0 112.6 7.4
Troy 137.2		4.00	★ Beaumont 192.0 110.3 4.66 ★ Dallas 186.5 107.2 30.56
Syracuse 135.0	77.6		★ San Antonio 181.8 104.5 16.88
Albany 126.3			★ El Paso 175.5 100.9 5.50
Utica 124.6	/1.0	6.22	★ Amarillo 174.0 100.0 3.9 Wichita Falls . 167.7 96.4 3.3
North Carolina			Wichita Falls . 167.7 96.4 3.3 Waco 165.4 95.1 3.9
★ Durham 210.0			Austin 164.5 94.5 4.3
★ Asheville 179.5 Charlotte 172.5		6.75 9.80	Galveston 139.5 80.2 5.1
Greensboro 161.4			Utah
Winston-Salem 138.7	7 79.7		★ Oøden 207.0 119.0 5.5
Raleigh 125.2	72.0	2.41	Salt Lake City. 145.0 83.3 16.0
North Dakota			
★ Grand Forks 187.5	102.6	2.28	Vermont
Fargo 155.1	89.1	3.75	Burlington 130.9 75.2 2.9
Ohio			Virginia
★ Akron 236.8	3 136.1	21.40	★ Portsmouth 285.8 164.3 3.2
★ Cleveland 190.5	5 109.5		★ Norfolk 195.2 112.2 12.4
★ Canton 182.6 ★ Dayton 179.5			Newport News 182.5 104.9 2.6
Toledo 163.	1 93.7		★ Richmond 177.2 101.8 20.8 Roanoke 133.3 76.6 6.0
Cincinnati 159.0	0 91.4	44.00	Lynchburg 123.9 77.0 4.2
Columbus 156.0 Springfield 150.			W: 1.
Youngstown 148.			Washington
Zanesville 133.	3 76.6		* Tacoma 254.9 146.5 12.6
Steubenville 130.	0 74.7	2.77	★ Seattle 235.2 135.2 49.0 Spokane 160.0 92.0 13.2
Oklahoma			
Tulsa 170.	0 97.7	14.75	West Virginia
Muskogee 164.	5 94.5		★ Huntington 182.7 105.0 6.5
Oklahoma City 149.	7 86.0	20.20	Charleston 150.5 86.5 8.1 Wheeling 120.0 69.0 4.5
Oregon			
★ Portland 217. Salem 167.	8 125.2		Wisconsin
	0 96.0	3.34	★ Milwaukee 203.2 116.8 45.4 ★ Superior 200.0 114.9 3.5
Pennsylvania			★ Madison 179.5 103.2 7.
★ Chester 250.	0 143.	7 5.38	★ Sheboygan 174.0 100.0 3.0
*York 190.	4 109.4	6.10	Manitowoc 168.4 96.8 2. Green Bay 158.4 91.0 5.
★ Erie 181. Pittsburgh 166	0 104.0		Green Bay 158.4 91.0 5. La Crosse 152.1 87.4 3.
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83.7

Green Bay ... 158.4 La Crosse ... 152.1

★ Cheyenne . . . . 181.2 104.1

Wyoming

#### WANTED FIELD SALES EXECUTIVE

 A large, nationally recognized distiller needs a top flight District Sales Manager. The job is one with immediate, as well as future opportunities. The starting salary range extends up to \$10,000 a year, depending upon experience and ability.

The man we are looking for should be between the ages of 30 and 45. He should have at least 3 years of successful experience in package goods sales, although not necessarily in the alcoholic beverage field. Sales management experience is desired but not essential.

If you have a record as a "doer," can supervise men, and feel you can handle a district business running over \$1,000,000 a year, we would like to hear from you. All replies confidential.

Address Box No. 2216 SALES MANAGEMENT 386 Fourth Ave., N. Y. 16, N. Y.

#### WANTED

Industrial Relations Director. Progressively managed strong corporation with several subsidiaries needs top flight Personnel Director. Prefer man who transferred to Personnel after broad Sales or Sales Manage-ment experience. Depth of technical knowledge regarding Personnel work and Labor Relations secondary to strength of personality, integrity, ability to analyze human problems and provide persuasive leadership in achieving sound, harmonious relationships. Generous compensation, management participation, congenial association, real opportunity, eastern location. Reply in confidence with complete details. No inquiries without your authorization. Box 2217, Sales Management, 386 Fourth Ave., New York 16, N. Y.

#### ATTENTION ADVERTISING **AGENTS**

Exclusive management magazine with National circulation is desirous of securing agents or agencies to handle its advertising in all parts of the country.

Excellent opportunity with liberal commission for aggressive promoters.

2.60

Box 2212, SALES MANAGEMENT, 386 Fourth Ave., N. Y. 16, N. Y.

Philadelphia . . 149.0

Allentown ... 145.7 Wilkes-Barre . 145.0

Pittsburgh

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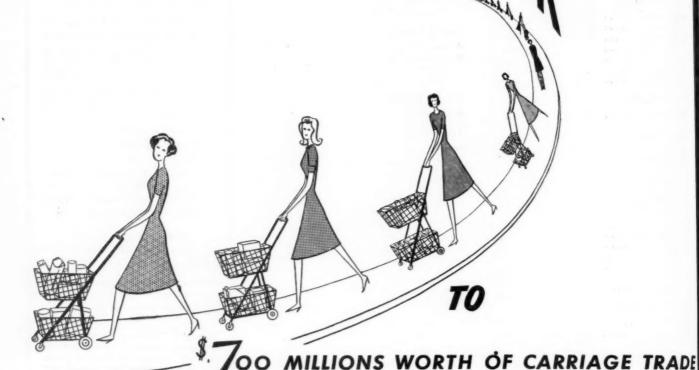
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# HERE'S AN INSIDE TRA



Shoppers spent \$693,047,000 during 1944 in the 2,683 chain grocery stores which circulate The Family Circle Magazine—a volume of over One Quarter Million Dollars per store.

This large-volume, concentrated market can be reached efficiently and effectively through the pages of The Family Circle.

The popularity of The Family Circle among these chain grocery shoppers is measured in the report of an extensive research study recently completed by Stewart, Brown & Associates. A copy of this study, entitled *The Importance of The Family Circle Magazine to Its Readers*, is available upon request.



REACHES OVER Emillion WOMAN CUSTOMERS YOU CAN'T AFFORD TO OVERLOOK

6 No. Michigan Avenue Chicago 2 Randolph 0828 400 Madison Avenue New York 17 Wickersham 2-5630 Russ Building San Francisco 4 Douglas 6488 D. H The . Ame Ame Cla Arch Balti Barr Bette Boot Bran Brisa Buff: Buffa Buile Bure Busi Can Capp Celle N The The

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Hearst Advertising Service   128	Sports Age         158           Strathmore Paper Co.         162           Successful Farming         93           Sunset Magazine         60           Syndicate Store Merchandiser         174           The Tacoma News-Tribune         150           Tallman, Robbins Co.         18           Tension Envelope Corp.         183           Time         32, 83           The Toledo Blade         94           True         102           The United States News         109
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Nationally known manufacturer of automotive and industrial tools and equipment needs top-flight Sales Manager. Must be graduate engineer with a proven record of sales and customer service. Liberal salary.

Box 2213, Sales Management, 386 Fourth Ave., New York 16, N.Y.

#### AVAILABLE

#### PACIFIC COAST SALES ENGINEERING REPRESENTATION

AGGRES-SUCCESSFUL, SIVE, "BUSINESSMAN-ENGINEER" wishes to represent an electrical or mechanical equipment manufacturer, under an agency arrangement, on the West

Qualifications: Salesman ten years; national sales manager twelve years; University graduate en-gineer; extensive electrical and mechanical application engineering experience; responsible, permanent West Coast resident.

Known favorably and nationally in several industries, well able to finance all operations for a sound, active and profitable sales en-gineering coverage on behalf of an enterprising equipment manufac-

turer. Inquirers held in strictest confidence. Box 2211, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y.

#### WANTED

Sales position with aggressive concern offering future advancement for proven ability. Advertiser employed now. Age 43. Past seven years served as salesman and district manager, supervising sales-men earning \$5,000. to \$7,000. yearly, with firm merchandising maintenance and production tool direct to small and large indus-trial machine shops. Additional 8 years experience selling steel building materials. Pleasant personality, loyal and energetic. If interested, kindly write Box 2210 SALES MAN-AGEMENT, 386 Fourth Avenue, New York 16, N. Y.

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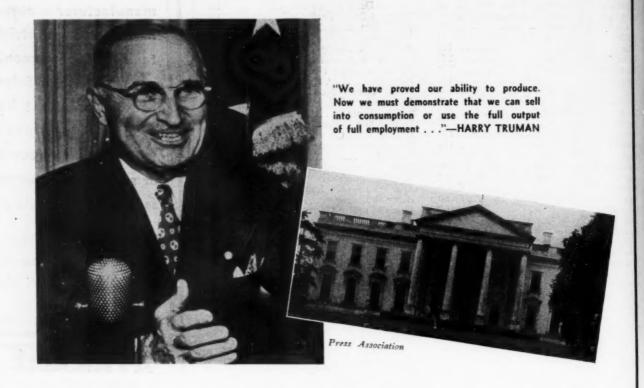
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IN THESE WAR YEARS we have demonstrated our capacity to produce far beyond anything previously thought possible. That productive capacity must be maintained and used in peacetime for full employment and for the highest possible standard of living for every man, woman and child.

But goods produced must be marketed—promoted, advertised and sold—for enjoyable, beneficial use by consumers, or production will not continue. Production and distribution must go together.

We have proved our ability to produce. Now we must demonstrate that we can sell into consumption or use the full output of full employment. It will require the complete mobilization, the thorough training, and the effective work of the millions of our people engaged in the processes of advertising and selling. I am confident that American business can and will do this.

#### HARRY TRUMAN



This message was sent by President Truman to the First National Marketing Forum which started in New York on October 22nd, under the auspices of the Sales Executives Club of New York and the joint sponsorship of the Advertising Federation of America and the National Federation of Club Executives. (See pages 40-42)

The entire professions of advertising and selling have a great responsibility in attaining the all-important objective of which the President speaks and no time should be lost in seeing that "America Goes to Market!"

ADM.